



2403 South Miami Avenue  
Miami, Florida 33129  
(305) 978 - 5951  
tjelke@tjelke.com  
[www.tjelke.com](http://www.tjelke.com)

## **CONSULTATION REPORT**

Prepared for: CSU, Chico

Date: March 31, 2005

Contact Persons: Connie Huyck, Jim Moon

Charge: Assessment and evaluation of CSU-Chico fraternity and sorority community; provide results to client; provide recommendations and ideas to improve the quality of Greek Life at CSU-Chico.

Dates of visit: March 20-25, 2005

In late February of 2005, t.jelke solutions was contacted by Connie Huyck, the Greek Advisor at CSU-Chico. She explained the series of events that have occurred in the Greek community at CSU-Chico and informed me that they were looking for a consultant to come in and evaluate the community, and provide recommendations to the university as to how to proceed with their relationship with the community. After some discussion and explanation of our services, our company was hired to act as the consultant for the Greek community.

The evaluation consisted of formal and informal interviews with over 300 Greek and non-Greek students, faculty members, administrators, alumni, advisors, community members, and other constituents. There was also a document analysis of over 80 pertinent documents such as policies and procedures, constitutions, and statistical data about the Greek community. Finally, some time was spent observing the campus culture at various times, with large focus on the Greek community.

After carefully studying the Fraternity/Sorority community at CSU-Chico, the following observations and recommendations have been drafted for your review. These observations and recommendations will hopefully provide you with a blueprint for action in continuing to improve your Greek community. The observations and recommendations have been broken down into basic themes that emerged during the assessment. Please note that these themes tend to be seamless. Suggestions in the area of leadership development, for example, may also blend into the need for a more cohesive relationship between fraternity and sorority chapters and other campus organizations and entities.

### GENERAL OBSERVATIONS

- The Greek community at CSU-Chico is in a state of disarray. The recent and not so recent tragedies, “near misses”, and questionable activities that have occurred are testaments to the seriousness of this state of disarray. While there are a variety of issues that will be covered in this report, the central problem is that the members of the community are not in touch with the core values of their organizations. Fraternities and sororities are supposed to be value-centered entities that help develop members into exemplary students, leaders and citizens who serve their university and surrounding community, and people who uphold and act in accordance with the loftiest of behavioral expectations. Many of the fraternities and sororities on campus, and a large number of the members in all of these groups do not truly believe in this purpose.
- This deep rooted problem has been exacerbated by several underlying factors: historically inconsistent support, guidance, and accountability from undergraduate peers, alumni, volunteers, and the university; an ineptness and inability of current members to recruit new members in a way that attracts a “more serious” student; new member programs that focus on irrelevant, childish, time consuming, anti-academic, and often dangerous behavior; surrounding drinking establishments that often blatantly promotes irresponsible behavior; the communities’ (city, university, and Greek) highly social reputation that attracts students, several who admitted to me that they came to CSU-Chico primarily for the social environment; a lack of desire, human and financial resources, and/or perceived reasons to make substantive cultural change.
- With that said, the Greek community and the university community are at a crossroads. President Zinn’s address to the Greek community made it clear that the *status quo* would no longer be tolerated. In other words, there is an expectation that these organizations realign

themselves with their core values. If anything good has emerged from the latest tragedy, it has created a sense of urgency, and with it the momentum needed to instigate a necessary and significant cultural change. Both constituents have the opportunity to come together to make substantive change and directly or indirectly address all of the issues above. Many Greek leaders are embracing this opportunity to attempt to make change, but are going to need support and guidance from the university and other entities (alumni, advisors, national headquarters) to make it happen. For the Greek community, and for individual chapters and members, failure to make significant change will probably result in their extinction.

- There are many reasons to consider keeping a Greek community on campus, and working with them to improve their operations and their commitment to their core values and the university mission. On many campuses, the Greek community provides students with positive developmental experiences, allows them to emerge as leaders, and provides the university with a strong campus life presence. On those campuses, fraternity and sorority members perform academically at a higher rate than the average student. Also, fraternity and sorority members on most campuses tend to persist and graduate at a rate higher than the average student, and contribute a higher proportion of money and time back to their alma maters as alumni than their non-member peers. At CSU-Chico, there is a core group of students that believes this ideal kind of a Greek community can exist, and they are willing to make the sacrifices necessary to make that happen. This core group, with university and community support, could become part of a guiding coalition that creates the substantive cultural change that would be necessary if this ideal Greek community is ever to come about. Another reason to consider improving the community rather than disbanding it is that in the past, there has been no collaborative effort to make these kinds of improvements.
- There are also reasons the administration at CSU-Chico should consider disbanding their Greek community. The incidents and tragedies to date must certainly be weighed on any decision. The Greek community's ability and willingness to set higher standards, educate members on those standards, and emphatically enforce those standards should be a determining factor for the university's decision. The incidents that have occurred will surely continue to happen if major change does not occur. That is not to say that a revamped Greek community will be flawless, but rather that mistakes will be less severe, they will hold themselves accountable for their mistakes, and they will learn from those mistakes. Still, if members, groups, or the whole Greek community is not willing to change, the university administration would have to factor that into their decision as well. Finally, the administration also needs to make a basic resource allocation decision: Are they willing to allocate the resources necessary (financial, time, and human resources) to help the core group of students make the necessary changes, to support them through the changes, and to flourish when they have stabilized? This is a practical decision that should also be carefully considered.

## THEMES

Vision and Values Education

## Observations

*The CSU-Chico Greek community needs to develop a shared vision of its values, purpose, mission, and goals.*

High performing organizations have a clearly defined vision that is overtly and innately accepted by members. They also “Learn, Live, Educate, and Enforce” their core values.

Few members of the Greek community were able to communicate a shared vision for their own chapter, and even less could do so for the community at large. Those that could tended to be in leadership positions, and expressed great concern that their “rank and file” members were not in tune with the core values of the organization. Too few fraternities and sororities believe in the primacy of student learning, and therefore, too few are creating quality learning environments for their members. There is a disconnect between councils, chapters, and even individuals in chapters on what it means to be in a fraternity or sorority. Before the Greek community can make any significant change, a concerted effort is needed to get chapter members and whole chapters to understand the true meaning of fraternity. What is the purpose of the Greek Community at CSU-CHICO? What value is added to a students’ experience if they join a fraternity or sorority? How does the fraternity and sorority mission coincide with the university mission? These are questions upon which the general membership of the Greek community should agree. The university and the Greek community need to not only learn, live and teach these shared values, they need to come up with a mechanism to hold each other accountable for upholding these values (some type of Standards Document or Expectations of Membership).

## Suggestions

- The university (specifically the Greek Life area) should conduct a Greek Leaders retreat (leaders from both Councils and Chapters) that focuses primarily on vision, values, mission and purpose of Greek life at CSU-CHICO
  - This could be done on the council officer level, but should include other fraternity/sorority leaders
    - Help them see the shared values of their organizations can act as the shared values of the whole Greek community
      - Leadership
      - Scholarship
      - Service
      - Character Building
      - Etc.
    - Major outcomes of the retreat should be the creation of a mission statement, vision statement, and set of shared values for the Greek community.
    - The retreat should also train chapter leaders to successfully share the vision with other Greek members.
    - Cost
      - A retreat on campus would incur minimal costs for supplies, approximately \$200.00
      - An overnight retreat at a local site could cost approximately \$1100.00

- Too many students are joining fraternities and sororities for the wrong reasons
  - Working on the core values might help define the right reasons to join
  - Recruitment efforts need to concentrate on showcasing the core values of the Greek community
  - Way too much emphasis is placed on the social aspect of fraternities and sororities when it comes to IFC/Panhellenic/EGC groups
- The university can help the Greek community reinforce their vision by annually holding goal setting retreats that use the vision, values, purpose and mission as guideposts.
- IFC/PHC/EGC and Greek life should evaluate chapter and council performance on how their actions align themselves with this new vision.
  - For example, awards should fall in line with vision and values of the Greek community (detailed below in *Council Effectiveness*)
  - The Greek community and University need to create a standards document where values alignment is used as the focus of that document.
    - This standards document can be the centerpiece for helping chapters and councils enforce their core values
- Greek Life should help create and facilitate values clarification sessions with chapters
  - The university should provide chapters with the resources to conduct sessions that help members define and understand true fraternal values
  - Sessions can be facilitated by Greek advisor, or if a chapter prefers, the Greek advisor can train presidents to conduct the values clarification sessions within their chapter.
- The Greek community and Greek Life should consider bringing IMPACT or another type of values based education program to campus every year.
  - IMPACT is a campus based program run by the North American Interfraternity Conference that focuses on values, integrity and leadership
  - No more than 10 people per chapter attend, but people from all chapters should be there
  - IMPACT initial costs are approximately \$3300 plus facilitator airfare. Additional costs depend on the number of participants and would include 5 meals for participants, and an extra meal for facilitators, camp-like lodging, supplies (flipcharts, markers, tape, boom box, etc.), and snacks. A post-assessment cost of airfare and lodging for the assessor should also be estimated.
- Fraternities and sororities need to remove chapter members that do not align themselves with their organization's core values
  - This needs to be coordinated with national headquarters and should be expected before any values education takes place
- The university should remove chapters that are unable to live up to organizational core values
  - This should also be coordinated with national HQs and should be expected before any values education takes place

## Alcohol and Other Drugs

### Observations

*One of the main problems for the Greek community is the focus on alcohol. Other drugs are also a factor for many members as well.*

At nearly every campus, alcohol is too often the focus of fraternity and sorority social events, recruitment events, new member events, and even philanthropic events. CSU-CHICO has many of these same problems. Survey results are very clear: CSU-CHICO students drink more than the average college student. Anecdotal data indicates that fraternity and sorority members drink more than the average CSU-CHICO student, and have access to more alcohol. There is also a dangerous 'drink to get drunk' mentality that exists. Regardless, the statistic that is glaring are the number of deaths on campus over the past 20 years that have been alcohol related, a majority of which involved Greek members. Chapters rarely follow the university's or their own alcohol policy, and third party vendors are difficult to find. Alcohol is provided en masse at most fraternity parties, especially for women attendees. Adding fuel to this problem is the proximity of drinking establishments that provide alcohol for very low prices nearly every day of the week, a party school image that attracts too many students to the university for the wrong reasons (and a certain undesirable element to the community), and a lack of alternative programming on campus and in the community. According to members that were interviewed, other drugs appear to be an issue as well, although not as readily overt and accepted as alcohol use. The use, and in a few cases, distribution of drugs is happening among chapter members, despite strong opposition from leaders. To top it off, the CADEC office is not equipped to handle the enormity of the alcohol and other drug problem at CSU-Chico, yet is expected to handle the vast majority of the education on the topic.

### Suggestions

- The University should expect all chapters to be completely dry for a period of time—at the very least a calendar year.
  - All functions, and, at the university's discretion, all living facilities (houses and annexes).
  - This will be a true test for chapters' desire to make change
  - This will also help chapters concentrate on the positive aspects of Greek life, and stray from the issue surrounding the use/abuse of alcohol at their functions
- The University should consider a policy whereby all chapter houses and annexes go dry indefinitely.
  - Houses that are dry are better maintained, and create a more conducive environment for positive development of members
  - It should be noted that this process has various ramifications
    - Obvious positives include better kept facilities, less damage to facilities, a clear line on what is acceptable inside those facilities
    - Obstacles will include the issues of enforcement, violation creep (members may just take the alcohol events underground/off campus), and resistance from students and younger alumni
    - Unless the mentality of members from some chapters changes dramatically, you may also lose members and chapters because of a lack of adaptability
  - At the very least, I would suggest the President and VP of Student Affairs meet with house corporation leaders, advisors, other alumni, and landlords to discuss the issue
- Alcohol and risk management training should be a prerequisite for all chapter members before their respective chapter is allowed to have any event that has alcohol.
  - CADEC programs could be a piece of that training

- Understanding risk management policies needs to be another component
- Training could be held for chapters individually or together
- Trainers should have the ability to “accredit” chapters that pass the training process
  - Prior attempts to educate chapters were not always well attended and in some cases members were disrespectful and ambivalent to the information being presented
  - At the same time, the presentations needs to be informative, interactive, captivating and new
- Cost for this kind of training would include supplies and venue, approximately \$200-\$300 each time
- More non-alcoholic social events need to be planned by chapters
  - Perhaps have events at sorority houses
  - Greek Life may need to work with chapters to teach them how to have non-alcoholic social events
  - EGC chapters may also be good role models for implementing non-alcoholic social events
- The councils and the university should create a system of registering all social events, recruitment events, and new member events
  - Registration forms would have to go to the police department or Greek Life for approval 48 hours before the event
  - If alcohol is going to be present at a social event, chapters should have to delineate how they will follow the university alcohol policy, their own risk management policy, and the law
  - Campus Police could help chapters maintain order by swinging by functions prior to their commencement and providing assistance during/after the functions
  - Organizations having unregistered functions would be sent to the judicial process
- Alcohol at any recruitment or new member event should bring with it severe penalties including suspension and expulsion of members and/or chapters
  - There really can be no room for leniency in this area
- IFC/Panhellenic/EGC need to have more variety in their educational programming with alcohol and other drugs
  - Survey results should be shown to chapter members in some educational manner.
    - This data could help refute the common misconception among members that the fraternities/sororities don’t drink any more than any other student at CSU-Chico
  - Fun without alcohol fair is good, but targets younger children. There is nothing like that for college students. Perhaps more support for ideas like Lifesaver or other programs could be a start.
  - Cost for bringing in top notch educational speakers can be up to \$3000, but AS can help sponsor this if speakers are open to campus
- IFC and Panhellenic and chapter leaders need to identify ways to deal with pre-party binge drinking
  - Not allow members who are visibly intoxicated to come to events
  - Can work with CADEC on creating an educational program that deals specifically with this issue
- All constituents need to come up with creative ways to implement more alternative night and weekend programming for the campus
  - Can councils, AS and university co-program non-alcohol events at key times in order to set a different tone for the campus?

- On campus concert with a big-name performer
    - All you can eat pancake midnight dinners during midterms
    - Free Salsa lessons and Latin Party on holidays, etc.
    - Costs can vary depending on the extent of the programming, but there are ways of getting corporate sponsorships or grants for this type of programming
  - Is there a way for non-alcohol related venues can come to campus to promote their wares?
  - Can constituents find a way to have Wildcat Cash Card funds be accepted at Chico non-alcoholic venues
    - Movie theater
    - Bowling Alley
    - Paintball
    - Etc.
  - Can AS and the councils work with non-alcoholic venues to create College Nights
    - Discounted prices
    - Parties, entertainment, etc.
  - Can AS, the councils, and the university work on ways to sponsor busses to non-alcoholic venues in the City?
    - A type of Berlin airlift past the quarter-mile wall of bars surrounding the campus
  - Can grants be sought out to help fund alternative programming?
    - Coke, for example, gave the Indiana Memorial Union at IU a very large grant that helped provide alcohol free events on campus on nights and weekends.
- The University needs to work with IFC, local police, and ABC to have a stronger presence in problem areas (5<sup>th</sup> and Ivy, for example) from the 2 weeks prior to the beginning of school to 3 weeks into the school year.
  - Police and ABC have been able to start changing the culture surrounding Halloween in Chico, so they might be able to help set the right tone for the beginning of the year for CSU-Chico students
  - This would help IFC chapters enforce their policies, make the initial transition for going dry
    - Members expressed concern that even when they do not have parties, people congregate outside their houses
- The University and the city could team up to create ordinances that can deal with irresponsible bars that provide ridiculous drink specials for students
  - Perhaps create a halo of distance from campus?
  - Or a banning of certain types of drink specials, or create a minimum price
- Stronger sanctions for alcohol-related violations need to be implemented
  - No more 849b (arrest without booking). If someone goes to jail for an alcohol related offense, they should be processed.
  - Repeat offenders need to receive progressively more harsh sanctions, even suspended and eventually expelled
  - Residence hall sanctions should also be progressively more harsh
  - The university should consider adopting a parental notification for alcohol violations
    - Common in other schools, and it is legal
- The University needs to work closely with the city and Chico Police on determining how to deal with alcohol and other violations in non-recognized fraternities and sororities, facilities housing campus student organizations, and annexes of recognized organizations

- Expanded Title V interpretation now allows the university to have more jurisdiction over policy violations at off campus houses
- The city and University can jointly work on changing current ordinances to allow joint jurisdiction over houses “operating like fraternities or sororities”
- Double or triple the penalties for alcohol distribution to minors
- Second response fines could be split between residents and landlords
  - This would bring the landlord into the enforcement and accountability picture
- The University and the councils should work together to identify cooperative third party vendor locations
- More research should be conducted concerning the issue of alcohol on CSU-Chico campus since this is possibly the biggest issue the campus faces.
  - Either create and conduct own survey or participate in broader campus alcohol surveys such as CORE and others.
- Chapter alumni, undergraduate leaders, the university, and landlords of houses should come together to create a viable no tolerance policy for the use of other drugs in living facilities, and an equally strong policy for use of other drugs before or during any fraternity/sorority event
  - Leases should include strong language about other drug use that leads to immediate eviction, forfeiture of due rent, and loss of deposits
- Stronger education about other drugs is also necessary for chapter members
  - CADEC has limited resources, but could be a good start
  - Outside speakers should be considered to address this issue for the whole campus, but sponsored by the Greek community and AS
    - Costs could be up to \$3000 per speaker
  - Specific education needs to be done in the area of confrontation of suspected drug users and distributors

### Recruitment/Expansion

#### Observations

*The Greek community at CSU-CHICO needs to create a unified, intentional, comprehensive recruitment program. An expansion plan to bring in strong new fraternities is also necessary in order to create an orderly and systematic way to deal with any attrition of chapters*

Recruitment is very different from “Rush” – one is active, personal, targeted, and intentional; the other is passive, event-based, haphazard, and coincidental. Most Greek Communities operate on a Rush mentality. That is certainly the case with CSU-CHICO. Indeed, if CSU-CHICO’s Greek community is going to make significant strides, there needs to be a change in how new members are recruited. Currently, the ‘rush’ mentality is passive (current members wait for prospective members to come to them) and event based (recruitment events are the only place where recruitment takes place). To complicate matters, too many students are joining IFC fraternities and PHC sororities for the ‘wrong’ reasons. About 70% of the students interviewed noted that they came to campus with the ‘Animal House’ stereotype of fraternities and sororities, and the Greek community has not put much effort into changing that image. Even worse, some fraternities are using alcohol during or after recruitment events! Many students who enjoy that stereotypical image are the ones that will seek out fraternities and sororities, while more ‘serious’ students will avoid them. If significant progress is to be made in the next 5 years, more effort needs to be made by Greek members to understand, believe in, act in line with, and promote the positive aspects of Greek Life as a whole. Members of the Greek community also need to work with university officials to identify, target, and actively recruit students who buy into these ideals. They need access to the more serious students, but have

not proven themselves to be trustworthy to receive that access yet. Perhaps the access could be given gradually.

Expansion plans for both councils looking forward in 3 or 5 years intervals should also be considered as new chapters with strong headquarters tend to have a closer connection to their core values.

### Suggestions

- The university should consider an incentive-based deferred recruitment program
  - For example, chapters that meet new member academic requirements for the Fall and Spring would be able to pledge freshmen the following Fall. Those that did not, would be unable to recruit freshmen in the Fall
    - This would place a great deal of emphasis on new member academics- a sorely needed change.
- Alcohol needs to be eliminated from the recruitment process completely
  - Alcohol is still a part of fraternity rush practices for many groups
    - Most of the violations occur off-campus, and “after hours”
  - Chapters won’t stop because they think they will lose their edge
  - This rule needs to be EMPHATICALLY and evenly enforced
    - Suspension for violating no-alcohol policy
- The councils need to promote ‘Going Greek’ in a way that combats all the stereotypes.
  - Consolidating resources will be cost and time efficient.
  - One of the reasons students don’t join is because of the divisiveness of the Greek community...and too many groups bashing other groups.
- Fraternities and sororities should not be able to recruit or pledge any student that is not fully enrolled at CSU-Chico
  - This is not allowed by any national HQ
  - Creates a risk management and insurability nightmare
  - Also creates an accountability issue with the organization, its members, and the university
  - Chapters that do have BC students in their memberships need to remove them from their chapters
- The University needs to give councils access to students in order to educate those students about the right reasons to join a fraternity or sorority
  - This will be a long term process
  - Perhaps start with limited access during orientation to Greek Life and Student Activity staff members so they can talk to incoming students and parents, address issues, and answer questions.
- Greek Life needs to educate fraternity, sorority, IFC and PHC Vice Presidents of Recruitment on the differences between rush and recruitment.
  - I would strongly recommend bringing in a recruitment expert to educate chapter and council leaders
    - David Stollman would be a good choice since he has been well received by the Greek students already
    - Costs for bringing in different speakers vary
      - \$1000 - \$4000 for different speakers/programs
  - Evaluate all recruitment activities and entire recruitment process
  - Realign any rush activities to make them recruitment activities
  - Help chapters move from ‘event based recruitment’ to ‘individualized recruitment’

- Individuals need to be approached and recruited to ‘Go Greek’ outside of chapter and council recruitment events
  - Greek Life can provide skill building assistance
    - Conversation techniques
    - Marketing proper fraternal values
    - Approaching individuals
  - Personalize recruitment for potential members by having members able to sell the right aspects of fraternities/sororities.
- Chapters and Councils should develop standards criteria for membership
  - Academics
  - Involvement
  - Values
  - Etc.
- All governing councils need to identify opportunities to have Greek students interact with non-Greek students throughout the year.
  - Evaluate every existing program and event
  - Is there a way to have non-Greek students help plan/participate in that event?
  - Is it possible for the councils to co-sponsor events with other student organizations
    - Philanthropies, service projects, faculty appreciations, non-alcoholic social events, etc.
- The Greek community could send members to Recruitment Boot Camp (Campuspeak program), or have a recruitment boot camp session on campus.
  - Cost could be assigned to chapters who send someone to boot camp, or a stipend could be created by the university to cover some of the cost (Total cost of program is about \$400 plus travel per person
  - Cost for a campus session could be split between university and councils and would be approximately \$3000
- IFC/Panhellenic should coordinate ‘mock-recruitment’ events.
  - Fraternity and sorority members practice recruiting with other fraternities and sororities.
- IFC/Panhellenic/EGC need to identify opportunities to target leaders, scholars, athletes, students of character, residents on campus.
  - Targeted mailing campaign
    - Lists, labels, or mailing assistance from university
    - Target students with certain GPA, activities in HS or college
  - Information sessions in residence halls
- IFC and Panhellenic, in conjunction with Greek Life, need to identify specific reasons why students are not joining Greek organizations.
  - Survey non-Greek students
  - Specifically target non-Greek students who you would want to be Greek
  - Utilize the Department of Institutional Research, Marketing class, or some other university resource to help- maybe even a student group focused on marketing research.
- Chapters, Councils and Greek Life need to set high standards for membership in a fraternity and for pledging an organization
  - GPA (should be at least 2.5 or even the University average) should be set by councils and University
  - Leadership

- Service
- Etc.
- University could help create “rushee information forms” for chapters to use during recruitment
- University could help chapters develop release waiver forms so that they could check a rushee’s grades and judicial record before a bid was given
- All councils need to work with Greek Life, Orientation and Housing offices to discuss opportunities for facilitated access to desired students at crucial times. Again, this will be a gradual process
  - Greek Life/IFC/PHC/ need various opportunities to interact with parents and students during the orientation process.
    - Summer Orientation
    - Welcome Week
      - Need to show them the right reasons to join
      - Need to convince parents that fraternities and sororities have a positive impact on their sons/daughters
    - If it is impossible to add access time, then the sessions at orientation that deal with Greek Life need to be well planned and focused on the core values of the Greek community at CSU-CHICO
  - Have members’ parents at these sessions to talk about a parents’ perspective and answer parents’ questions
    - Various university officials have indicated that they are serious about helping Greeks recruit better students.
    - The access to those students and parents is imperative, but also a big responsibility, and cannot be abused by the Greek students if they ever get the opportunity to be at the sessions themselves
  - More opportunities to meet with students and parents at the beginning of the semester
    - Perhaps have a move-in day mega event
    - Co-sponsor with residence life, AS, local non-alcohol related businesses?
  - More opportunities to meet with students in residence halls periodically throughout the year.
- Greek Life should publish all relevant information for potential new members
  - Costs and comparison to University Housing
  - Chapter GPA’s
  - Recognition by university
- Utilize other universities as resources for the different aspects of recruitment
  - Nebraska University has a strong summer recruitment program
  - Florida International University and Bowling Green State University have strong Orientation access components
  - Duke University has several events planned by the Greeks that involve the whole campus or sections of the campus
- Councils should create an expansion plan that projects expansion possibilities for the future addition of new chapters
  - Work on three year intervals
  - What chapters would you like to have on campus?
    - Strong HQ response to incidents
    - Alumni in the area?

- What criteria would you like to have these chapters meet?

### New Member Development

#### Observations

*New member programs for fraternities and sororities at CSU-Chico are harmless at best, and dangerous at worst.*

New member programs should provide support and guidance for students who decide to join a Greek organization. This support and guidance should focus on transition to the university setting, academics, values education, and understanding the operations of the chapter. Most of the new member programs for the fraternities and sororities have students engage in activities that are unproductive. These activities tend to hurt new members' grades. Many of the fraternities and some of the sororities also have new members participate in activities that involve the consumption of alcohol, embarrassing and/or belittling situations, and in worst cases, put new members in danger. Hazing, at CSU-Chico and other places, is a cancer. Unless it is eliminated, it will consistently worsen, even after it is cut down to a seemingly harmless activity. From a practical standpoint, hazing creates dead weight in chapters. Members who are hazed often see initiation as the finish line, and then become less productive as members. Hazing has also been the cause of too many incidents at CSU-Chico to be accepted in any form. The councils and the university need to adopt a policy of low to zero tolerance when it comes to hazing issues.

#### Suggestions

- Create a hazing hotline whereby someone can hazing can be reported by people in the community
  - Anonymous reporting has worked on other campuses
  - Connected to the police department
- More educational programming needs to be done in the area of hazing
  - Should be addressed with new members every semester and with chapter members once a year
- EGC chapters are hazing publicly in some instances
  - Lack of a swift response sends the message that it is ok
  - Often EGC groups hide behind the façade of culture
    - Hazing is banned by all national ethnic Greek organizations
    - Culture has nothing to do with hazing
- University sanctions for individuals and organizations caught hazing need to be severe
  - Minor hazing- one strike and you are out
  - Major hazing- no strikes; you are out automatically
- There needs to be a clear cut definition of hazing that is consistent for the university and the city and even the state
  - City definition may be too narrow, as it only deals with hazing where membership is on the line
  - Other communities have hazing laws that also deal with member to member hazing, and activities that are not contingent upon initiation
  - Some groups conduct their hazing activities up to 200 miles away from campus, so the arm of discipline should be able to reach that far
    - Either by university interpretation of title v
    - Or by working toward one more expansive hazing law for the whole state

- The university should require that new member programs for all chapters be no longer than 8 weeks in length, be written out in detail, and be turned in to Greek Life BEFORE recruitment begins
  - Groups that do not comply should not be allowed to recruit
  - Discrepancies between the written and actual program would be subject to disciplinary action for that chapter
  - University and council officials should be able to attend any new member program event with the exception of the actual initiation (since that is the only time when the true ritual is performed)
  - For national groups, headquarters staff can provide assistance with what is part of the ritual, and what is not
- Greek Life and the councils should provide chapters with programming and schedule ideas for positive new member development
- No alcohol should be present at ANY new member activity
  - But in particular, the most danger presents itself during Bid Day, Big Brother/Sister revealing, and Pre-initiation week.

### Leadership Development

#### Observations

*The CSU-CHICO Greek community needs a more centralized leadership development program that is geared towards fraternity and sorority members.*

High performing Greek communities have multi-tiered leadership development programs that are based on the vision and values of the Greek community. CSU-CHICO's Greek community does less in this area than most other communities, including those half its size. Many leaders claimed that they "fell into" their positions because they were on the previous executive board. Leadership training needs to be more intentional. Leadership programs should provide a theoretical knowledge base and practical leadership development opportunities for members of fraternities and sororities at different stages of their membership: new members, general members, emerging leaders, and chapter and council officers. Some programs that have occurred in the past have been poorly attended and not utilized by members of the Greek community. Opportunities may exist to meld, adapt, or utilize existing leadership programs at CSU-CHICO with the Greek community in mind (LEAD). Finally, a larger percentage of chapter members need to seize the opportunities to get involved on campus in leadership positions.

## Suggestions

- The university (Greek Life, and other Student Life departments) needs to create a “leadership continuum” for the Greek community that provides targeted leadership programming for:
  - New member development (Greek 101)
    - Values education
    - Understanding campus resources
    - Breaking down Greek stereotypes
    - Understanding/Connecting with national organization
    - Alumni speakers to discuss lifelong membership
    - Academic preparation
    - Cost could vary depending on how extensive you want this education to be
      - Some schools have a semester long program linked to academic credit, co-taught by faculty and administrators—an extension of Freshmen Experience
      - Other schools have a one to three day workshop
  - General member development
    - IMPACT
  - Emerging leaders development
    - IMPACT
    - Perhaps create an officers seminar for new officers (non executive board members) to ensure they were transitioned well.
      - Minimal costs for supplies
  - Chapter/Council executive board development
    - IMPACT
    - IFC/PHC/EGC January and mid-year Retreat,
    - Presidents’ Council Retreat
    - Joint Educational Programming
    - Roundtables
  - When appropriate, make these programs mandatory or indispensable (so important that those who choose not to go will be at a great disadvantage).
  - The university should look at this as a 5 year project- perhaps creating and implementing a program for one target audience (chapter/council development, for example) before moving on to a program for another (new member development)
- Greek Life should also consider creating a system of intentional officer transition assistance for individual chapters
  - University should create written resources, scripts, and agendas for chapters
  - Greek Advisor should be available to facilitate chapter officer transitions if requested
  - Officer transition attendance should be added to job expectations area of council by-laws.
- IFC/Panhellenic/EGC and their chapters should begin holding elections around the same time, so that the educational programming mentioned above can benefit all councils equally

- IFC/Panhellenic/EGC should expect chapter executive officers to hold their positions for an entire year instead of a semester
- IFC/Panhellenic/EGC should create a position on each council that would identify and promote available campus leadership positions to chapters.
  - By creating a position that deals specifically with campus involvement, it becomes a priority and an empowering opportunity.
  - This chairperson who identifies leadership positions on campus, and communicates those openings, responsibilities, requirements, and deadlines to chapter presidents at IFC/Panhellenic/EGC
  - If a current council position could take this responsibility on, then add it to their job description in the bylaws.
- Greek Life, EGC, PHC and IFC should utilize outside resources to assist with leadership development programming. Use resources as facilitators, planners, and advisors.
  - Schools and Departments
  - Community leaders
  - Alumni

### Standards/Judicial

#### Observations

*The judicial processes for the Greek community (both on a council level and individual chapter level) and the University are not as effective as they need to be.*

High performing Greek communities hold chapters accountable and have a vehicle that is closely aligned with a university judicial system that allows them to do so. Chapters also need to have a strong internal standards mechanism in place. Currently, the Greek judicial process is lacking in substance and empowerment. Chapter standards boards are either non-existent or inconsistent. The university judicial system also suffers from a lack of collaboration, cooperation with internal and external entities.

#### Suggestions

- Create a Greek Judicial Board (or Boards for each council) that deals with violations of Greek and University organizational policy and is a part of the university judicial process
  - Very common in highly developed Greek communities
  - Training of justices comes from the university judicial office
  - Staff members(Greek Life and/or Judicial Affairs) advise the justices through the judicial process
  - Justices make a recommendation (responsibility and sanction) to the university
  - Student Activities has to approve, remand, or amend the decisions
  - Appeals can go to the University
  - Individuals found in violation of policies can be sent to Judicial Affairs
  - Research can be done on how other universities do this.
    - Florida State University
    - Indiana University
    - North Carolina University
- Chapters also need to improve their standards/judicial processes
  - Few chapters hold their members accountable for their actions
  - The judicial office and Greek Life office can help train chapter standards boards as well
  - Internal standards/judicial issues and findings need to be communicated to Greek Life if they involve organizational violations or Headquarters intervention

- The University's judicial process needs to be more aggressive, consistent and collaborative
  - Organizational and individual judicial processes should be run in a similar fashion and can occur simultaneously
  - Information sharing between Judicial Affairs and Student Activities needs to be more fluid
    - When you have two separate processes for individuals and organizations, housed in two different areas of Student Affairs, you need to have constant and consistent communication
      - Training of any hearing officer (organizational or individual) needs to be consistent and run by one area
      - Clear expectations about how both organizational and individual procedures need to be run in a similar fashion. Clear understanding of how they are different
      - Dissemination of information (evidence, witnesses, etc.) to each area in order to facilitate investigations and hearings
        - An example might be that during an organizational hearing, it becomes clear that some students were involved in a violation, and those students are referred to the university judicial process for individuals
      - Clear expectations about expected outcomes of hearings should a party be found responsible
      - Monthly meetings to discuss trends, needed changes, etc.
    - The other option, and one done on various campuses, is that ALL violations of university policies (individual and organizational) go through Judicial Affairs, or one of their trained entities (such as a Greek Judicial Board) with the need for university approval
  - The University judicial process should be occurring for students and organizations regardless of what is happening with the city, county, or state judicial processes
    - Concurrent hearings can occur
      - Two different processes
      - Two different burdens of proof
    - If an individual or group chooses not to appear at their hearing because of legal advice, have the hearing anyway if there is enough evidence
    - University sanctions for repeat offenders, violations involving alcohol, and hazing or other abusive behaviors need to be more severe and should include suspension and expulsions.
      - There comes a point when an issue or set of issues cannot be dealt with through developmental means. Much can be learned from tough love and from punitive sanctions
  - The university should consider using a summary suspension for violations that cause severe harm or danger to university community members (hazing, severe irresponsible use of alcohol)
    - Summary suspension is a suspension until an investigation is completed and/or a hearing is held
    - Can be done for individuals and organizations
  - The university should make all organizational hearing findings public, including findings and sanctions

- This will help quell rumors of inconsistency and act as a deterrent for other groups
- The university needs to have a better communication line with city law enforcement when it comes to dissemination of information
  - If a university student is charged with something criminally, that information should be shared with the university so that administrators can make the determination if that student also violated university policy and can, in turn, begin their own judicial procedure
  - A meeting between the university judicial officers, campus police, city police and the DA should occur at least once a year

### Programming and Co-sponsorships

#### Observations

*More programs should be done for or by the Greek community as a whole, particularly non-alcoholic programming and alternative programming. Almost no programming occurs between the Greek community and other entities on campus. High performing Greek communities provide a diverse set of programs for members, and also seek out and implement programs with other campus entities such as other student groups or even University offices and departments.*

The Greek community should identify and create opportunities for programs where they can join together as a community. These programs should reflect the core values of the Greek community. There may be a need to have IFC/Panhellenic/EGC integrate these program responsibilities into their current job descriptions. They should also be the leaders in creating alternate programming for evenings and weekends that provide students something to do other than drink alcohol. They should seek out other organizations to cosponsor these events (RHA, AS, etc.)

#### Suggestions

- When creating the vision for the Greek community (see above), they should try to identify programming opportunities that meet the shared values of the community
  - Academic
    - Are there opportunities to provide tutoring sessions during midterms and finals sponsored and facilitated by the Greek students in conjunction with the Learning Center?
  - Leadership Development
    - Are there opportunities for the Greek community to team up with Associated Students to bring a lecture series to campus dealing with leadership and integrity issues?
  - Social
    - Is there an opportunity for the Greek community to partner with the RA's and AS to create a welcome back BBQ at the beginning of each year?
  - Character Building
    - Can the Greek students host etiquette seminars, relationship workshops, etc. and make them open to the public?
  - Athletics
    - Can Greek students create a sports day or competition for residence hall floors that takes place before school starts?
  - Etc.
- Identify where current programs align or do not align with the shared community values and make changes accordingly

- A good example of this: some of the social events that have themes such as “Dirty Doctors and Naughty Nurses.” How does that event show the public their core values? This is the worst kind of PR you can have, and adds fuel to the fire of situations like the incident with the porn movie being filmed at one of the houses.
- Identify which values of the community have little or no programming, and create programs in those areas
- Create a unified Greek calendar with all chapter events
  - Consider asking chapters to register ALL events in order to compile and promote them.
  - Make chapters plan their events early and stick to their dates
  - Include any university events/important dates
  - Provide Greek calendar information to the university staff so they can put it on their master calendar and on the university website
  - This would help with university staff attendance at events, if followed up with a personal invitation
- Chapters and Councils should create more upperclassmen programming
  - Participation from older members could be better for Greeks at CSU-CHICO
  - More programming focused at upperclassmen might give them more reasons to persist in the chapter
  - Programming could include job skills (resume writing, interviewing, etc.), graduate school information, etc. and could be coordinated with the university

### Public Relations/Community Relations

#### Observations

*The CSU-CHICO Greek community needs to create a positive public image on campus and in Chico and other nearby communities.*

The general public perception of the Greek community at CSU-CHICO is quite negative especially in light of recent incidents. Those that do have some contact with the Greek leaders have somewhat more of a positive view. There is a need to start creating a positive public image. Public relations could improve with a concerted effort from the fraternities and sororities to promote themselves as a unified community, compiling a list of the positive things they do as a community, and continuously promoting those characteristics. **Too many students want to change perceptions without changing behavior, however.** Leaders of the Greek community lacked confidence that some of their members were going to be positive influences for change. They felt that those members didn't think things were “so bad” and blamed external entities (the media, stereotypes, other fraternities/sororities, etc.) rather than take responsibility for creating a better image by aligning themselves with the core values of the organization. Public Relations is not only propaganda and information sharing. It begins with a clear vision based on positive values described in the *Vision and Values Education* section of this document, and manifests itself through the actions of each individual member. In other words, the best PR campaign will not change anyone's view of the Greek community if individual members or chapters act in a manner that goes against the shared values of the community.

## Suggestions

- IFC/Panhellenic/EGC need to utilize university departments to help Greek community understand proper Public Relations techniques.
  - Need to understand how some of their events are promoting the exact stereotype they are complaining about
  - Need to tap into resources
    - Greek Life
    - Public Relations
    - Marketing Club
    - Tehama Group (an entrepreneurial effort by students who have formed a marketing business under faculty oversight.
- IFC/Panhellenic/EGC need to utilize new shared values, vision and mission to create a promotional campaign for the Greek community.
  - Focus on marketing the right fraternal values
  - Focus on combating stereotypes of fraternities and sororities
  - The Greek PR campaign could emulate the University's campaign strategies for a more seamless approach (colors, fonts, etc.)
- Greek Life maintains a good website. Continuing to update and improve the site is a necessity.
  - CSU-CHICO's Greek Life page should be expanded
    - Provide improved content
      - News and upcoming events
      - Visual Calendar should be easier to find
      - Message to parents from the University
      - Common misconceptions, and truths that refute them
      - A list of recognized organizations and the risks of joining non-recognized groups
      - Why Join?
      - Chapter websites/links should be screened for content and updated
    - Good examples of Greek Life webpage content and styles
      - <http://greeks.unc.edu/>
      - <http://www.utexas.edu/depts/dos/gle/>
      - <http://www.uiowa.edu/~greek/main.html>
- The councils should enforce their “good taste” policy for party themes, printed materials and t-shirts.
  - Not enough people wear letters, but everyone is wearing their function shirts that basically perpetuate every stereotype out there
    - Dumb or vulgar party themes, shirts, and ads
  - Councils should be able to hold chapters accountable when their ads, themes, or t-shirts perpetuate the negative stereotype
- IFC/PHC/EGC should become more connected to the police department
  - Bring the chief of police to speak at meetings about various topics
  - Perhaps have different officers adopt a chapter and work with that chapter on risk management, education, etc.
- IFC/PHC/EGC should work more closely with the University Athletics Department
  - Have chapters adopt different teams and support them throughout the year
  - Use coaches as educational speakers, especially in the recruitment area

- Work with Athletics to bring down barriers and discuss issues about membership in fraternities/sororities

### Service/Philanthropy

#### Observations

*A better balance of hands-on community service and campus-based philanthropic efforts is needed in the CSU-CHICO Greek community. Moreover, more efficient and open philanthropies are needed.*

Many chapters see philanthropy as one of the strengths of the Greek community at CSU-CHICO. However, there is much room for improvement in this area, and also room for the university to provide assistance. **For starters, there is NO room for any alcohol at a fraternity or sorority philanthropic event.** Also, high performing Greek communities understand the difference between community service (hands on assistance to those in need) and philanthropy (raising money for those in need), and provide BOTH for the community. Productive philanthropic efforts need proper planning and evaluation from the chapters. Too many philanthropic events lose money or make insignificant money to give to charity, and most of them are designed or perceived to be only for Greek students. The university can provide assistance by making it easier to have qualified philanthropic events on campus and by having a presence at these events to show support. Chapters need to do a better job of planning efficient, one-day philanthropic events. Chapters and councils should also place more emphasis on hands on service projects. These provide more well rounded learning experiences for members, and provide a more personal connection to the community at large.

#### Suggestions

- The Councils and university need to take a strong stance by banning all alcohol at philanthropic events.
- The councils and Greek Life should place more emphasis on community service when recognizing chapters and individuals for awards.
- Greek Life should educate chapters and chapter leaders on the importance of balance between service and philanthropy. Perhaps the new VP of Development can also educate them on philanthropic concepts.
- Councils and chapters should evaluate their philanthropic and service events to determine if non-Greek students could be a bigger part of their success.
- Create a campus-wide, hands-on, one day service project for Chico or other nearby community coordinated by the Greek community (Habitat for Humanity, etc.) Coordinate this with CAVE.
- Create an *ongoing* service project coordinated by the Greek community at CSU-CHICO. (Adopt-a-School, etc.) Coordinate this with CAVE.
- The Greek community should have philanthropy/service events evaluated, approved and placed on a master calendar by IFC/PHC/EGC and Greek Life.
  - Should check for appropriate themes, events, timing, (not conflicting with other events or taking more than 24 hours), and fiscal soundness.
  - Councils can provide feedback for chapters at the end of philanthropy events.
  - Councils can help identify a need for and request university assistance.
    - Facilities, police presence, etc.
- Chapters should petition for specific philanthropy dates 4-5 months ahead of time.

- Work with chapters to make their events open to entire community, not just Greeks.
- Information about the philanthropy can be given to university officials in a timely manner.
- Avoids over-programming and schedule conflict with other chapter events.
- Councils can coordinate training for philanthropy/service chairs of chapters educating them on how to plan proper events/programs.
- CSU-CHICO should have Greek philanthropy events on the university calendar and web page calendar. Of course, this would mean the chapters have to plan their events and stick to their schedule.
- Chapters should work through Greek Life to have members of the university community attend/participate in philanthropy events.
- CSU-CHICO should explore ways to help cut costs of on-campus services/venues for philanthropic and service events
  - Perhaps discounts for use of university facilities, university catering, or campus security if project is philanthropic in nature.
  - Having events on campus may help to cut some of the costs...but, having events off-campus involves the Chico community. Both have benefits.
- The VP of Development could help train fraternity and sorority officers on how to have successful philanthropic events
- Greek Life should work with CAVE to identify and promote service opportunities for fraternity and sorority members

### Academics/Faculty Interaction

#### Observations

*Nearly all chapters are way behind the all men's and all women's average when it comes to academics, and that is unacceptable. Few local groups and no EGC groups are even tracked academically by the university.*

The fraternities and sororities have to work on strengthening their academic policies as a community. Groups that consistently remain below the all men's and women's averages are dragging down the rest of the community, and hurt the Greek community's opportunity to be taken seriously by the university. Academics are a main tenet of all chapters at CSU-CHICO, and there is no integrity or credibility built when chapters struggle to succeed academically. The general perception of the Greek community at CSU-CHICO among faculty members varies. Faculty members at CSU-CHICO need to become integral parts of increasing academic rigor for all students, and in working with the Greek community as faculty advisors. Faculty members can provide excellent assistance to the Greek community as mentors, academic advisors, chapter advisors, and advocates. From the interviews, it was clear that there are a few members of the faculty and staff that are Greek themselves. Many of these faculty members might be willing to help if they can be identified, contacted and mobilized. Others who are not Greek also expressed an interest in working with these groups as well. On a wider scale, the university needs to address the issues of academic rigor and the pervasive pride some students have in the "party school" image.

#### Suggestions

- Recruitment standards should include higher academic standing. Standards for councils and chapters need to be high, clear and enforced
  - Look to the all men's and women's averages as a starting point for a standard or at least a 2.5

- Academic rankings and results for chapters should be published in all promotional material including the website and recruitment information
- Chapters that fall below a certain GPA should be placed on probation and dismissed if they do not improve
  - The temptation here is to set that GPA requirement too high or require
- Chapters with new member classes that fall below a certain GPA should have to have their new member program evaluated, be placed on probation, and dismissed if they do not improve
- The office of Greek Life should help the Greek Community identify faculty members who are Greek and jointly nurture a relationship with them.
  - Start with any faculty members who were at the consultant interviews
  - Ask them to be the impetus for raising support among their peers
  - If faculty advisors are going to be a requirement of all chapters, the university MUST provide chapters with willing faculty members
- The university should require faculty advisors for all chapters
  - Faculty members could provide much needed academic assistance to chapters
  - Faculty advisors would not replace chapter advisors, but rather compliment them by providing specific academic support while chapter advisors would provide operational support
  - Some incentive should be given to faculty members who choose to become active and engaged advisors to student organizations
    - Service credit toward tenure
    - Release time
- The office of Greek Life should consider creating a Faculty Council for the Greek community
  - Can help with academic standards and support.
  - Provide a supportive voice to the rest of the faculty.
  - Can help recruit other faculty supporters.
  - Another set of eyes and ears to provide feedback to the Greek community.
- The Greek community should create opportunities for the faculty to interact with Greek students
  - Faculty appreciation get-togethers
  - Ask them to judge awards/events
  - Work with faculty to modify or change current events
    - Philanthropies that involve faculty members
    - Community service that involves faculty members and departments
    - Educational programming with faculty speakers
- Can a multipurpose facility be created that deals at least in part with academic programming for student organizations?
  - Is there an opportunity to turn the XT house into such a facility?
- An opportunity exists to create a tutoring program, co-sponsored and facilitated with the Learning Center on campus.
  - Fraternity and sorority members could lead tutoring opportunities in the areas of most need, at least for their own members
  - New members of chapters could certainly use this, but so could the rest of the university community
  - Through this program, several things can be accomplished
    - Service to the university community

- The opportunity for Greek members, especially new members, to improve their grades in these difficult classes
- The opportunity to meet and assist non-Greek students
- The opportunity to show that fraternity/sorority life does take academics seriously, thereby changing the image of the Greek community
- The university needs to address the issue of academic rigor on campus
  - Survey data and anecdotal data indicate that it is too easy for students to choose an easy path for their education at CSU-Chico
    - SNAPS survey shows below average % of CSU-Chico students choose the university because of academic reputation
    - Same survey shows above average % of CSU-Chico students choose the university because of convenience of class scheduling
    - NSSE data shows that students at CSU-Chico are below the national average in the areas of interaction with faculty, having enriching educational experiences, and finding academic challenge on campus
  - Academic dismissal policy is too lax, as students can remain in school for years despite maintaining a GPA below a 2.0
  - More required classes should be held on Friday and even Saturday mornings
  - There seems to be a fear that this will decrease student satisfaction- a source of pride for CSU-Chico
    - Student satisfaction does not equal student engagement, however
  - The message being sent by admissions, orientation, and academic advising is sometimes inconsistent
    - For example, while one entity is pushing freshmen to take 15 credits, others have advised students to take 12 so they can ‘enjoy themselves’ their first year in school

### Risk Management/Crisis Management

#### Observations

*Risk management and crisis management policies need to be clearer, followed more closely, and a part of annual education for chapter and council leaders*

Chapter leaders and members do not have a grasp of what the policies are, which are more highly enforced, and what to do in case of an emergency. Training needs to include ways for chapter leaders to enforce the policies. **Most chapters aren’t practicing risk management; they are practicing “get caught avoidance.”** Alcohol and hazing are probably the biggest risk management problems

#### Suggestions

- A clear crisis management procedure pamphlet should be given to chapter presidents and advisors
  - Phone numbers to call, and procedures to follow in case of an emergency
  - Posted in all houses, near the phones
- Training for house managers, and chapter presidents on all risk management and crisis management policies and procedures is needed
  - Chapters should not be recognized, or allowed to have social functions until they go through this training
- The university could help identify 3<sup>rd</sup> party vendor options for chapters (off campus, but also on campus if possible)
- Chapters need to be educated that “risk management” does not just mean “get caught avoidance”

- FIGP education is necessary from a legal perspective, an insurance (financial) perspective, a caring perspective (risky behavior and consequences), and a safety perspective
- The councils and the university should create a system of registering all social events, recruitment events, and new member events
  - Registration forms would have to go to the police department or Greek Life for approval 48 hours before the event
  - If alcohol is going to be present at a social event, chapters should have to delineate how they will follow the university alcohol policy, their own risk management policy, and the law
  - Campus Police could help chapters maintain order by swinging by functions prior to their commencement and providing assistance during/after the functions
  - Organizations having unregistered functions would be sent to the judicial process
- Functions at fraternity houses need to be confined to their living area inside the house
  - Police have asked that this be adopted as policy
  - Management of a function is nearly impossible when it is out in the open
- Chapters should concentrate on more date functions instead of more parties and exchanges
- CSUPD and CPD need to figure out how they want to deal with the issues of first response and jurisdiction
  - There are pros and cons to having either entity having sole jurisdiction
  - At the very least, there needs to be a stronger sharing of information regarding arrests and hearings
- Provide CSUPD and CPD with all chapters' risk management and insurance policies so that those entities can identify violations of those policies

### Chapter Alumni and Advisors

#### Observations

*Consistent chapter advising is needed for all of the groups if the Greek community at CSU-CHICO is going to improve. Alumni need to be educated about the changes occurring in the CSU-CHICO Greek community*

Chapter advisors are an important part of any high performing Greek community. The CSU-CHICO Greek community is located in an isolated community, so the number of alumni that are able to provide consistent guidance is not comparable to a campus closer to a big city. There are only a few non-CSU-CHICO Greek alumni and non-Greek volunteers that provide assistance. Sororities as a whole have a more active advising corps than the men's groups. Still very few of the groups realize that advisors do not need to be alumni from their chapter, or even members of Greek organizations. The alumni and other volunteers that do get involved with the Greek community at CSU-CHICO are extremely dedicated, and provide amazing support for some of the groups. The problem is that some groups operate without consistently strong advising. More should be done to work with national organizations, and campus faculty and staff to identify and enable potential advisors. The alumni and volunteers that do provide assistance need to be organized, educated, listened to, and thanked. Much needs to be done to empower students to deal with "uncooperative" alumni who return to chapters and long for the way it used to be.

## Suggestions

- Hold periodic meetings with university officials and campus advisors.
  - Make sure these meetings are scheduled when advisors can attend.
  - Discuss campus issues and Greek life issues.
  - Enroll their support for policy changes.
  - Talk to them about their chapters – they might not be getting all the information from members.
  - Solicit feedback on policies, issues, and events.
- Formally recognize chapter advisors who perform at a level of excellence.
- Hold periodic chapter advisor education/training sessions.
  - Perhaps have advisors assist in educating others.
  - Educate on specific topics
    - Changing trends in recruitment
    - University policies and rationale for those policies
    - Housing
    - Risk Management
  - Utilize university educational resources
    - Connect advisors to other university departments, faculty members, etc.
  - Utilize resources from chapter advisors' headquarters and conferences
- Identify faculty/staff members and other community members who are willing to help with advising chapters
  - Work with national organizations to identify Greek alumni (not graduates of CSU-CHICO) who live in the area
  - Perhaps have an informational event or social event where you can address these potential advisors
  - Several of the administrators that I spoke to were interested in advising in various capacities
  - Fraternities and sororities need to be educated about the role of an advisor, and how advisors do not even have to be Greek to be of great help
- University should work with councils and chapters on ways to address rowdy alumni
  - Identify times when alumni return to cause problems
  - Work with CSUPD to provide assistance to chapters in need
  - Work with Public Relations to target Greek alumni and provide them with all policy and enforcement changes that are occurring

## University Recognition

### Observations

*If chapters are going to value remaining a part of the official university community, more needs to be done to make recognition essential for their existence*

Point blank: it needs to be so much better to be a university recognized student organization than not be recognized, that chapters will bend over backwards to meet the proposed criteria and standards set by the university. Students and administrators both indicated that many of the current problems are caused by unrecognized organizations. They also agreed that most people in the community do not know the difference between a recognized and unrecognized fraternity/sorority. Recognized organizations need to do everything they can to differentiate themselves from unrecognized groups, and the university and city need to do everything they can to extend their enforcement of policies and codes to reach those groups

## Suggestions

- The university needs to work with the councils to identify incentives for recognition that would appeal greatly to fraternities/sororities as long as they met the standards and criteria set for their recognition
  - Hold on transcripts and registration for members who aren't paying dues/rent
    - This might also entice landlords/alumni of unrecognized groups
    - Perhaps even have the university run the billing procedure for fraternity and sorority houses
      - Such is the case at the University of South Dakota
  - Access to incoming students
    - Addresses to mail information through Greek Life or councils
    - Sessions during orientation
      - Can focus on good aspects of fraternities/sororities and their desire to change
      - Can also discuss with students and parents the difference between recognized and unrecognized groups
  - Easier access to facilities on campus
    - Already have access to facilities, but often too costly or difficult to reserve
    - Make it less hoops to reserve
    - Perhaps even create a new facility for student organization use only
      - XT house for example
  - Tracking of Greek alumni through the Development office
    - This would entail coding members on PeopleSoft
  - Providing academic records and support for members
    - Also would involve coding members on PeopleSoft
    - Systematized academic progress reports for chapters that wish to use them
  - Empowerment of a peer judicial board
    - Training through university
    - Advising through university
    - Only student organization that would have the ability to officially regulate itself in a judicial process that was a part of the university process
  - Special relationship with university housing
    - Ability to have council recruitment presentations in residence halls
    - Ability to have mid-semester move in from residence hall to fraternity/sorority house without penalty
  - Special use of university departments and offices' programs and resources
    - Career planning
    - Learning Center
    - Orientation
    - CADEC
    - Athletics
      - Have coaches come in and train chapters how to recruit
      - Create a sports day on campus that can be used as a recruitment mechanism
    - Leadership programs
    - CAVE
    - Public Relations
    - Etc.
- The university needs to identify ways to deal with unrecognized fraternities/sororities

- Help councils publish information about unrecognized groups and their dangers
- Talk to students and parents about the difference
- Hold educational sessions for orientation staff and RA's so that they can educate their students
- Work with the city to create/enforce ordinances that would allow for more university supervision of unrecognized fraternity and sorority houses
  - Second response fines being split between residents and landlords
  - Change current definition of "fraternity house" in city policies to include those not recognized by the university
- The university needs to set high expectations for chapters that wish to be recognized
  - Academics
  - Facilities Upkeep
  - New Member and Member Development
  - Service
  - Housekeeping (forms, etc.)
  - Behavioral
- There are several good examples of the balance between university support and expectations. Many come in the form of a standards and support document or relationship statement, but others are even more comprehensive programs.
  - Emory's Phoenix plan: [www.emory.edu/GREEKS/SF/pplan.html](http://www.emory.edu/GREEKS/SF/pplan.html)
    - Excellent section on facility upkeep expectations and support
  - Delaware's 5 star program: [www.udel.edu/GreekAffairs/FiveStar](http://www.udel.edu/GreekAffairs/FiveStar)
    - Excellent grading and rewarding system for chapters excelling in all criteria
  - Ohio State University's standards of excellence program

### Local Organizations

#### Observations

*CSU-Chico has several fraternities and sororities that are not affiliated with a national organization. These groups need extra support from the university because they lack a national support system.*

Local fraternities and sororities have existed at CSU-Chico for decades, many of them bringing with them rich, positive traditions and strong alumni. At a time when drastic changes will be occurring to fraternity and sorority life on campus, these groups will need an extra level of university support because they will not be able to rely on national resources to guide them through the change process.

#### Suggestions

- Require that local organizations affiliate themselves with one of the councils
  - This will allow for groups to be held to the same standards and policies by not only the university, but their peers as well
  - This also provides an added layer of support and programmatic and operational assistance
- Specific educational programs should be held for local fraternity and sorority leaders, as well as alumni/advisors
  - Risk management policies
  - Hazing
  - Recruitment
  - University policies and expectations

- The university should consider requiring these groups to carry liability insurance comparable to those carried by national organizations

### Ethnic Greek Council (EGC) Organizations

#### Observations

*EGC groups bring with them special needs and a desire for stronger connection with the university community.*

Cultural diversity on CSU-Chico's campus is lacking, and this is something administrators and faculty are interested in improving. Ethnic fraternities and sororities provide students of color with a way to get socially acclimated to the university environment, and can be a mechanism for retention and recruitment of those students. EGC lacks an official university advisor and this should be remedied as soon as possible in order to provide those student leaders with guidance and support. Many of these chapters are under prepared to deal with issues such as hazing, poor academics, and the intake of new members.

#### Suggestions

- Hire a second Greek advisor and have one of his/her responsibilities be to advise EGC
  - Hiring a person who had worked with these groups before or is a member of one of these groups would be highly desirable
- Create a parallel system for support and regulation as the one that exists for IFC and Panhellenic organizations
  - Education, Expectation and Enforcement
    - Policies and Procedures
    - Hazing Issues
    - Judicial Processes
  - Support Mechanisms
    - Intake procedures
    - Facility reservations and use
    - Event promotion
    - Academic support
      - Grade reports
      - Faculty Advisors
- Address the issue of hazing with the leaders and members of these groups
  - Hazing is an issue for all chapters, but is especially difficult to address with EGC groups because their size allows them to “fly under the radar”
  - EGC groups can sometimes dismiss education and expectations about hazing because of cultural heritage or differences
    - Hazing cannot be tolerated for any group, and is not accepted by any national organization, regardless of cultural history

### University Facilities

#### Observations

*For a campus that prides itself in creating a welcoming, nurturing, and engaging environment for its students, CSU-Chico has a large lack of recreational facilities and programming space*

Involving colleges and universities produce environments whereby students can engage with each other and faculty/staff in positive, productive ways. Part of how that environment is created is the utilization and building of recreational and programming space. Students in many rural campuses state that there is nothing to do except drink. While I am not persuaded by the latter half of that

statement is true at CSU-Chico (there are always other things to do than drink), the former half is arguable.

### Suggestions

- The university should identify ways to create more programming space on and off campus
  - Can the XT house become that space?
  - What is being done with the pool?
  - Can the university team up with the community to utilize community space for campus programs?
- Facilities that are available are often difficult to reserve
  - Costly
  - Impossible schedule
- Recreational and programming space needs to become a part of the university master plan for the next 5-10 years
- EGC chapters in particular have no place to call their own- even a shared office space
- IFC, Panhellenic, and EGC council officers should have a place on campus that they can use as an office
  - If you are going to require more from these specific organizations, you can also give them more than other student organizations

### University Support/Staffing Issues

#### Observations

*With all of the changes and expectations described above, the university is going to need to provide resources and support for fraternities and sororities if they are to survive.*

The university administration, for various reasons, has not been as engaged with the Greek community as it could have been. The President has shown his interest in becoming more involved in fraternity sorority life through the creation of high expectations, and the voicing of a need for more support for those organizations that meet those criteria. Students that were interviewed expressed interest in having more administrators at events, and more outspoken support of the Greek community. The university certainly needs to challenge the Greek community to understand and live up to the ideals of their organizations- especially if chapter members expect a high level of university support. From a staff perspective, the councils and chapters demand a great deal of attention, and one advisor who has a 10 month,  $\frac{3}{4}$  time position is certainly not enough staff support to advise the current Greek community, much less advise the community through the expected changes delineated here. On many campuses, the expectations and support level for the Greek community is different than that for other student organizations. On those campuses, the stance is justified by the Greek's own set of values and their similarity to the university mission, and the Greek community's ability to embody all the positive characteristics of a strong campus life. At CSU-Chico, that stance can also be justified by the inordinate amount of issues that have arisen with the Greek community when there are no expectations and little support, and the lack of past committed resources to help them improve. The lack of support extends beyond the Greek community—more resources and support are needed in other areas as well (Orientation, Alcohol/Drug education, victim advocacy)

## Suggestions

- There should be a periodic “Greek Summit”
  - Opportunity for undergraduates/alumni to interact with the administrators to discuss issues and understand the expectations and vision
  - Formal, structured interaction time as well as unstructured social time in order to develop rapport
- University officials should make a concerted effort to be visible at as many Greek events as possible
  - Priority should go to events for the whole Greek community and/or campus community.
    - Recruitment
    - Awards
    - Philanthropies
- At the same time, the Greek students need to do a better job of informing the university officials of upcoming events and a priority list of which events the Greek students would want university officials to be attended.
  - Creating a unified calendar of Greek events would help this issue
- Educate undergraduate and alumni members on exactly how much the university will provide for the Greek community.
  - Show what Greeks get that other student groups don’t get.
  - Compare to other universities.
- Educate university officials about the progress of the Greek community as these changes develop.
- The Greek Life area needs two full time professionals, and one graduate student to maintain the level of support this Greek community truly needs
  - Could be a Director and an Assistant Director
  - Graduate students could be “externs” from nearby graduate Higher Education programs
  - EGC needs to be advised by someone from the university in an official capacity
  - Keep the Greek Advisor position attractive in order to avoid turnover.
    - Ensure the salary remains competitive with national trends
    - Provide professional development opportunities
- It should also be noted that other areas that could have a large impact on campus life are also in need of resources and support
  - Orientation
    - For them to get the consistent message that things are changing on campus regarding the social reputation
    - More professional staff would allow more to be done during orientation
    - Right now, most sessions are focused nearly entirely on registration and academic advising
      - Very little time in one day sessions to address campus issues
    - The university should commit the time and resources to make all orientation sessions at least 2 days long
  - Alcohol/Drug education
    - The biggest problem on campus needs more financial and human resource support
    - Biggest area of need is alternative non-alcoholic programming

- Victim Advocacy
  - There is no program or office on campus that provides confidential, accessible support and advocacy to victim/survivors of crime, most commonly rape or sexual abuse
  - The campus health center should either provide more support and education for crime victims, or the university should work more closely with the rape crisis center off campus
  - University of Iowa, University of South Florida, and Cornell have good models

## **Suggested Plan of Action**

**The university administration needs to make several decisions that will affect their relationship with the Greek community. First and foremost, a decision needs to be made on whether to recognize the fraternities and sororities at all. If they are to be recognized, then a strategic plan needs to be coordinated that will define the future expectations and levels of support for the Greek community. As per request, I will add my opinions on these areas.**

**In my opinion, the fraternity and sorority community at CSU-Chico is salvageable. You have a core group of students that want to make substantive change; you also have administrators and faculty members that want to see them make substantive change and are willing to help them in the process. The recent tragedy involving the hazing death of a new member has also created a window of opportunity for such a change to occur. Taking advantage of this window of opportunity can create a win-win situation for all constituents involved. The changes that are necessary will no doubt challenge members, chapters, and the entire Greek community to realign themselves with their core values, or lose their membership or recognition. In essence, there needs to be a purging of the current Greek community, and the university can help facilitate this by creating the high standards and expectations discussed above, and provide those willing to make the change with the support they need. On the other hand, merely pulling general recognition from all chapters without giving them a chance to make substantive change will result in a group of “underground” organizations where the students who actually get it continue to be in the minority and are unable to affect change at all. That scenario would present an even bigger danger to student safety and the reputation of CSU-Chico than the current state of affairs.**

**With that said, should the university make the decision to keep the Greek community, they should address the issue of how to demand the need for change, and “roll out” the expectations of membership. My suggestion in this area is to come up with 8-10 clear expectations immediately, and let chapters, alumni, and headquarters know that chapters will not be able to continue at CSU-Chico unless those expectations are met. Those expectations should include:**

- 1. Academic performance for members and new members**
- 2. New Member education parameters**
- 3. Faculty and Chapter Advisor positions filled with engaged persons**
- 4. Functioning Alumni House Corporations for chapters with houses**
- 5. No alcohol at any events for at least a year**
- 6. A chapter reorganization (membership review) to be held by all chapters that have not gone through one in the past year. This process should be conducted through alumni and/or headquarters by a certain date**
- 7. Chapters with houses need to have periodic code inspections from the city**
- 8. Chapters need to remove any members that are not fully enrolled CSU-Chico students**
- 9. Chapters need to turn in all rosters, policies, and other requested information to Greek Life by a specific deadline**

**These expectations should be communicated before the end of this semester, and should be expected to be completed by either the beginning of the Fall semester, 2005 or the beginning of the Spring semester, 2006.**

**In the meantime, the Greek Life Task Force should consider long-term ways of making cultural change and substantive improvements to the Greek community, as well as identifying ways to have the university support those changes and improvements. Hopefully, the information provided in my reports will aid that process.**