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CONSULTATION REPORT

Prepared for: CSU-Chico

Date: introduced November 10, 2010
finalized February 14, 2011

Contact Persons: Drew Calandrella

Charge: Assess how the Fraternity/Sorority community and the university have progressed since the last visit; Identify areas where the Fraternity/Sorority community and the university have had difficulty implementing the changes recommended in the last report; Provide ideas and advice on how to help the Greek community and the university make significant progress in the next 3-5 years.

Dates of visit: September 27-30, 2010

INTRODUCTION

In June of 2010, we were contacted by Drew Calandrella, CSU-Chico's Vice President of Student Affairs. Mr. Calandrella asked us to return to campus and provide a similar evaluation of the fraternity/sorority community, while paying particular attention to how the community and its relationship to the university has changed since our last visit.

In March of 2005, t.jelke solutions visited CSU-Chico after the tragic loss of a student who was a member of a non-recognized organization. The charge from the University President was to a) thoroughly evaluate the fraternity/sorority community; b) help determine whether the University should continue supporting fraternities and sororities on campus; c) if such support was warranted, to provide recommendations as to how to help that community become more high performing; and d) identify ways in which the university could have a stronger relationship with the fraternities and sororities on campus. The report we provided was one of the instruments used by University leaders to forge a new set of policies, procedures, guidelines, expectations, and relationships for the fraternity/sorority community at CSU-Chico.

Our most recent evaluation consisted of interviews (both formal and informal) with 116 students, 34 University administrators, 13 faculty members, and 13 University alumni/chapter advisors. We also analyzed 19 pertinent documents ranging from council constitutions to University policies and procedures. Finally, some time was spent observing the campus culture, with emphasis on the fraternity/sorority community.

Our hope is that the observations and recommendations provided in this report empower the campus and community to create a plan of action that will help further improve fraternity and sorority life at CSU-Chico. Our suggestion is that this data be collaboratively used by administrators, alumni, and, most importantly fraternity and sorority leaders, to create a strategic plan (one that is in line with the University's values, mission and plan) for individual chapters and the fraternity and sorority community as a whole.

As in our prior report, the observations and recommendations have been broken down into basic themes that emerged during the assessment. We try to provide as much information as possible at the risk of some duplication. For example, suggestions in the leadership development area may blend into an area involving university support. Whenever possible in this report, we note what type of progress has been made in a specific area over the past five years. We also include suggestions, changes and new ideas in this document. These are in no way an indictment of any staff member, faculty member, chapter, or student at the university. They are merely suggestions from the observations, interviews, and analyses that took place on site.

The report may seem overwhelming, especially to members of the fraternity and sorority community. All of these suggestions do not have to be implemented at the same time—indeed we recommend that a change management plan or strategic plan that spans 3-5 years be created to help manage these recommendations.

Finally, while we believe the observations in this document are accurate and that the suggestions are necessary, they were created from a visit that lasted only one week. It is you, the CSU-Chico community, that should read these observations and suggestions with an open but critical eye as you will be the best judges of what is accurate and necessary and what is not.

I am available to you for clarification or discussion of the report at any time.

Formally,



Thomas B. Jelke, Ph.D.

This is a follow-up report to the comprehensive assessment and recommendation report produced for CSU-Chico in March of 2005. This report will specifically address how the Greek community and the university have progressed in their desired cultural changes since the last visit; identify obstacles the fraternity/sorority community and the university still need to; and provide ideas and advice on how to help the fraternity/sorority community and the university continue to improve in the upcoming years. We will try to follow the exact same format as our initial report.

GENERAL OBSERVATIONS

- The fraternity/sorority community at CSU-Chico has made some drastic improvements since 2005. As we discussed in our initial report, at the heart of the problem was a lack of connection to the core values of the organizations. There appears to be an increase in the number of chapters and the members of chapters that are trying to align themselves with their fraternal core values. This has allowed them to be more successful in developing their members as leaders, active members of the community, and has helped cut down on behavioral issues.
- Please note that some of the observations in this report may seem overly critical upon first glance. The intent is to create points of discussion among the many constituents that want the fraternity and sorority community to realize its potential. There are indeed many positive things coming from the fraternity/sorority community at CSU-Chico at this time:
 - An understanding of the importance of philanthropy and service by most chapter leaders and many members
 - Strong leadership by fraternity and sorority members, both in chapter positions and campus positions
 - A higher retention rate among fraternity and sorority members than the general campus population.
 - An increased number of individuals and chapters who are holding their members accountable for living up to their core values, and
 - A core group of students who understand that change and improvement are not only necessary but an integral part of a dynamic, high performing fraternity and sorority community. Indeed, many of these students seemed excited about the opportunity to make changes and improvements to their chapters and the community as a whole.
- There are still some key operational areas that need to be strengthened for the fraternities and sororities at CSU-Chico to be considered truly high performing. Among the areas that need the most improvement are academics, new member development, public relations, university support, and inter-council relations.
- The University's direct support for the fraternity/sorority community has improved, mainly through the Greek Life staff and Student Activities Office. The hiring of a second staff member to work directly with fraternities and sororities has been successful in not only helping to curb undesired behavior, but also in growing the trust between the university and the fraternity/sorority community and proactively developing members into leaders. It is going to be important to maintain that level of staff commitment.

- The fraternities and sororities that have remained on campus have for the most part adapted to the heightened behavioral standards delineated by the university. Most chapter and council leaders also seemed to understand the need for them to set and adhere to their own high standards. Chapter members, most of whom were not here when the major changes took place, were receptive to ideas about how to help improve the community. Incident reports (on and off campus) involving fraternities and sororities have diminished, the amount of time fraternity and sorority members spend on community service and philanthropy has increased, and the number of members in campus leadership positions has increased. Current members were not here when the changes took place. This means that they do not really understand the gravity of the situation 5 years ago, nor do they completely understand why there are so many policies that focus on fraternity/sorority life.
- As predicted, some chapters and members would choose not to follow the strict university policies that were necessary to create the cultural change that has taken root. Some members and chapters merely ceased to exist. Others are still around and are organized as 'rogue groups.' Although the strength of those few groups is diminishing, they still present a problem to the existing organizations and the university- mainly as a public relations and recruitment problem. It is difficult for members of the community to distinguish between the rogue organizations and recognized fraternities and sororities.
- Few of the current chapter members, if any, were around when the major changes took place. Although this means that current members are accustomed to the heightened standards and scrutiny, it also means that the university needs to find ways to educate members on why those standards continue to exist, as well as find ways to reward and incentivize chapters that support and follow those standards. The university should also find ways of empowering the fraternity and sorority leaders to take on more responsibility for their chapters' and community's future progress.
- Recruitment numbers for most groups have increased in the past two years. Members of fraternities and sororities are getting comfortable with their new mode of operation. Chapter members indicated they were feeling better about the quality of members that were joining and had a strong desire to work with the university to gain more access to the best students on campus.
- Many of the changes that have taken place were not focused solely on the fraternity/sorority community but rather on a broader level. Perhaps one of the best examples of broader change was the strengthening of the relationship between the campus judicial office, the campus police department, and the city of Chico police department. Further collaboration between the university, the city, and other entities will be necessary as you try to move the fraternity/sorority community and the university forward.
- The missions of strong fraternity and sorority communities should be in line with that of their host institutions. The fraternities and sororities at CSU-Chico should therefore be creating an environment that *allows members prepare them with the attitudes, skills, and habits of lifelong learning in order to assume responsibility in a democratic community and to be useful members of a global society* (CSU-

Chico Mission Statement). The fraternity and sorority community has begun to align itself with that mission over the past five years. Both the university and the fraternity/sorority community should continue to work collaboratively to make sure that chapters and councils are indeed playing their vital role in creating this exceptional learning environment on campus.

THEMES

Vision and Values Education

Observations

The CSU-Chico Greek community has made progress in creating a shared vision, clarity of purpose, and clear mission for its members. There needs to be a continued effort to emphasize the values of the organizations and community in order to perpetuate the vision, purpose and mission.

As noted in the initial report, high performing organizations have a clearly defined vision that is overtly and innately accepted by most members. During this visit, fraternity and sorority leaders, as well as many general members, were able to succinctly explain what their chapters' mission and core values were. They were also able to give specific examples of how their members adhere to the mission and values, and also how sometimes they stray from adherence. This is significant progress. Still, some chapter leaders noted that up to 50% of their members were not interested in the more serious side of the organization - they were focused on the social aspects almost exclusively. Nearly all chapter leaders claimed that they spent a great deal of energy trying to deal with members who were not in tune with the higher purpose of the organization.

Understand that this is where many fraternity and sorority communities are at this moment, and it is worth noting again that this is a far better state than where the CSU-Chico fraternity/sorority community was five years ago.

For chapters at CSU-Chico to become more high-performing, more members need to be more strongly connected to the ritual and values of their organizations (see Figure 1). There needs to be stronger reinforcement of core values occurring **during recruitment and the new member/member education process**. Furthermore, councils, chapters, and members need to more readily hold themselves accountable for their actions and make sure that their programs, events, traditions, etc. are aligned with the mission, vision and values of the organization and the community.

Suggestions

- The leadership and goal setting retreats that have been held for leaders of fraternities/sororities have been effective over the past five years, especially the ones where you have brought guest speakers. Continue to have these retreats and continue to invite the VPSA and President to visit them briefly to talk about their vision of the fraternity/sorority community.
- Make recruitment and new member education a focus of your vision/values education.

- Bring recruitment officers and new member educators to the leadership retreat so that you can spend time focusing on those areas and how you will reinforce the concepts of leadership, scholarship, service, and brotherhood/sisterhood during recruitment/intake and new member processes.
- Hold a series of planning meetings with chapter officers in charge of recruitment/intake.
 - Come up with a collaborative annual marketing plan that reinforces core values during recruitment/intake.
 - Teach recruitment officers how to conduct conversation workshops that focus on initiating contact, opening conversations, selling the benefits of the chapter experience, and closing the deal with potential members.
 - Educate new member educators on how to increase academic support, commitment to service, and leadership training for new members.
 - Provide new member educators with resources and ideas on how to create challenging and constructive new member processes that do not involve hazing.
- Hold a series of planning meetings with officers in charge of new member education
- Create training for chapter standards board officers or help chapters create a standards board system.
- Councils and designated Greek Life staff should evaluate chapter and council performance on how their programs and actions align themselves with the community's mission, vision, and values.
 - This has been done to some extent on the council level - for example with Greek Week, which has a stronger community service focus now than in the past.
 - This could be extended to the chapter level- helping them refocus their philanthropy, recruitment, new member, and social activities to be more in line with the shared values of the community. This is **not** meant to take away any chapter's autonomy or individuality, but can be done in a way that helps them tweak their programming so that it is still fun, but also properly aligned.
 - Chapter Presidents should continue to meet at least monthly with Greek life staff to discuss how their programs that month have or will contribute to the community mission.
- University staff should work with chapter leaders to define incentives that are based on the mission/values/vision.
 - For example, if academic success is a priority, then perhaps chapters that surpass a certain GPA can have first choice in space assignment, or their members can have priority class registration.
- The university should continue to work with national headquarters and local advisors/alumni to make sure that chapters are living up to their organizational values.
 - Four years ago, Pete Smithhisler from the North-American Interfraternity Conference facilitated a session where national/regional fraternity/sorority representatives and chapter leaders discussed fraternity values and how to

- enact them in chapter life. Since none of the current members were around at the time that took place, it may be a good time to organize a similar program.
- Another alternative might be to finally bring the NIC IMPACT program return to campus. (<http://www.nicindy.org/programs/impact/>)
 - Problems and incidents will continue to occur, as they do on any campus. The university needs to continue enforcing the high standards it has set for the fraternity/sorority community.
 - Since 2005, there have been 18 judicial actions taken on fraternities or sororities at CSU-Chico (most of them occurring between 2005 and 2007) including probations, suspensions and withdrawals of recognition.
 - Several of those chapters have returned to status in good standing.
 - Leaders from those returned chapters claim that the enforcement of the high standards, along with subsequent membership reviews conducted by alumni and national representatives, are a major reason why their chapters are successful today.

Academics

Observations

While nearly all Panhellenic sororities have improved when it comes to academic performance, several IFC and MGC groups have not. Too many fraternity and sorority aggregate GPAs are below the all men's and all women's averages- and new member grades are particularly low. That isn't good enough for a community that is seeking legitimacy and wants to play a significant role on campus. Academics must become a priority for the whole community.

As I mentioned to several of the students with whom I met on site- without strong academic performance as a whole, fraternities and sororities will be greatly irrelevant on campus. The academic rigor for the university and the standards for admission have improved recently - the fraternity and sorority community must follow suit. High performing fraternity and sorority chapters are consistently above the all men's and all women's average respectively. Fraternities and sororities need to learn to identify, recruit/take in, and support students who have a history of academic success, and also create a culture where academic success is equally important or more important than attending chapter activities. The fraternity/sorority community needs stronger assistance from the university in their efforts to reach out to faculty members. While most chapters have a faculty advisor on paper, not all of them are actually interacting with the chapters on any meaningful level. The university administration needs to be more active in finding, training, and supporting faculty members who wish to be involved. If engaged, faculty members can provide excellent assistance to the Fraternity/Sorority community as mentors, academic advisors, chapter advisors, and advocates.

Suggestions

- The “stretch goal” for academic success should be this: **All chapters** should be above the all campus gpa, At the very least they should all be above their

respective benchmark (all men's, all women's, all freshmen). Ideally, the recruitment of new members would also parallel that academic standard as a minimum.

- The Greek Life staff should create one comprehensive report for fraternity and sorority grades.
 - Currently, the reports for IFC, MGC and Panhellenic are created separately.
 - Expand the data that is tracked. Include new member grades, +/- improvement from prior year, % of chapter above 3.5; % of chapter below 2.5.
- The faculty advisor program needs to be reviewed and upgraded
 - Most chapters do not have active faculty advisors.
 - There is a misperception and lack of clarity of what the role of a faculty advisor really is.
 - Allow staff members to become more involved academically with chapters - as a substitute or partner to faculty advisors.
 - If faculty advisors are going to continue to be a requirement of all chapters, the university MUST provide chapters with willing faculty members or expand the requirement to include professional or qualified staff members to provide academic advising and support.
 - Create a Faculty Advisor job description, manual and training program
 - Case Western has a good manual
<http://studentaffairs.case.edu/greek/forms/doc/facultyadvisormannual.pdf>
 - Current faculty advisors have expressed an interest in helping to train other advisors
- Increase the level of academic support provided to chapters that are below the minimum GPA requirement.
 - Provide academic support at the individual level through faculty mentors, tutoring.
- As we stated in the initial report, chapters with new member classes that consistently fall below a certain GPA should have to have their new member program evaluated, be placed on probation, and those chapters should be dismissed if they do not improve.
- Highlight and reward academic successes.
 - Take an ad out in the Orion every semester naming all the fraternity/sorority men and women who are on Dean's List that semester. Also highlight the chapters that are above the benchmarks.
- 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.

- An opportunity still exists to create a tutoring program, co-sponsored and facilitated with the Student Learning Center on campus.
 - We introduced this concept five years ago but the community wasn't quite ready for it.
 - Chapter and council leaders seemed interested in exploring this concept- maybe the time is right to implement it now.
 - Fraternity and sorority members could coordinate and lead tutoring sessions for the three or four most difficult classes for first year students.
 - 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 fraternity/sorority community
- Chapter academic rankings should be published and available to prospective members and parents.
 - If you REALLY want to make academics a priority to chapters, make the chapter GPA information public.
 - You don't have to do this right away, but you can let chapters know that it will be done in a year and they should get their grades up to par.
 - This will begin the culture shift that grades needs to be a priority because it will affect public perception of the chapters.
 - If there is much resistance, instead of showing all chapters and rankings for outside data, you can show which chapters are above a 2.5, which chapters are above a 2.7, etc.
 - You can also categorize the data as “above the all men's gpa” and “below the all men's gpa” for example.

Risk Management/Alcohol and Other Drugs

Observations

Alcohol continues to be used pervasively by members of the fraternity and sorority community, however the number of incidents attributed to fraternity and sorority functions has diminished. Alcohol use and incidents have shifted from chapter facilities to annex houses and off campus parties. It is unclear if the alcohol and drug use among fraternity/sorority members is significantly different from that of the general student population.

There is still a dangerous ‘drink to get drunk’ mentality that exists on campus, and in turn among many members of fraternities and sororities. Chapter houses are dry for the most part, but much of the higher risk activities take place outside the house. While some

members asked about the possibility of having alcohol back in the fraternity houses, the vast majority of chapter presidents indicated that they would not want that to happen because of the increased risk and liability. Currently only events that are at the 'official' chapter houses are registered with the university. Campus and City police both indicated that almost none of their time is spent dealing with issues at official fraternity houses. The majority of their incident calls deal with the rogue organizations. Other off-campus houses, including annex houses are also an issue. 'Pre-gaming' or binge drinking before heading out to the bars or off-campus parties is also a big problem. Poor risk management is held at these off campus parties. These functions tend to be open parties, with difficult to control entry and exit points, little security, an abundance of underage drinking, drinking games, and mass distribution of alcohol (kegs, shots, etc.). Certain holidays attract a large number of people to the campus area, making social events even harder to control. Some neighboring drinking establishments have cracked down a little on underage drinking, but most do not. There is still a lack of alternative late-night programming on campus and in the community. All of these issues have created a new dilemma for the university and fraternity/sorority leaders: how do you recognize and deal with the fact that fraternity parties aren't dry - they just aren't at the houses anymore?

The relationship between the Campus Alcohol and Drug Education Center (CADEC) office and fraternities and sororities has improved greatly over the past 5 years. Alcohol education and training has increased, members have used CADEC as a resource, and you even see a good number of fraternity/sorority students volunteering with CADEC. Still, alcohol use on campus has not changed according to CADEC survey statistics. Campus drug use statistics have also not changed since 2005- if anything they have risen slightly. Use of prescription drugs such as Oxycodon, Vicadin, and Aderol are on the rise on campus. Several students claimed that "access to such drugs is easy at Chico and a lot of kids do it."

Suggestions

- The University should continue their dry fraternity house policy.
 - Chapter presidents concurred that this was the best policy for now.
 - Houses are cleaner, safer, and provide better chapter environments because of this policy.
 - While this has not eliminated the drinking problem on campus or in fraternities, it has helped to create a safer chapter residence.
 - Continuing with this policy makes it even more important that the university understand and deal with the fact that the social nexus for fraternities and sororities has now shifted to annexes.
- As suggested in our initial report, 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.
 - This is especially important so that chapters understand how to run a proper third party function, how to try minimize risks at off campus functions, etc.
 - CADEC, campus police, BACCHUS, and Greek Life staff should help put together this training and offer it at the beginning of each semester.

- Topics should include risk management; resources available to help them manage functions; use of security to manage risk; identifying, preventing, and dealing with crises situations; and clarification of laws and policies, and the effects of binge drinking/pre-gaming.
- IFC and Panhellenic Council and chapter leaders should work closely with CADEC and Greek Life staff to identify ways to deal with the pre-party binge drinking issue - this problem has only increased since the last report because of the dry housing shift.
 - There clearly needs to be grass roots education at the chapter level that discusses the effect of binge drinking and pre-gaming.
 - This would be most effective as a social-norming, peer educated program.
- More dry late night programming needs be occurring on campus in order to help provide some alternative to the party and bar scene.
 - Chapters have begun hosting non-alcoholic social events, although many of these events are held before the "real" off-campus social events.
 - The Wildcat Recreation Center has helped provide a venue for such events and can be a key partner for the fraternity/sorority community if they choose to take the lead on creating alternative social programming for the campus.
 - The Office of Student Life should consider making resources (physical space, finances, staff) available to any organization that wants to have alternative late night programming. UCSB has been successful with their UCSB After Dark funding program (<http://www.sa.ucsb.edu/osl/latenite/>)
 - As noted in the last report, the fraternity/sorority community could co-program non-alcohol events with the WREC and Associated Students at key times (such as holidays) in order to set a different tone for the campus.
 - If the fraternity/sorority community could come together and provide 2-3 dry late night events for the campus, it could help shatter their infamous public image as people who just drink to excess.
- The councils and the university should evaluate, clarify, streamline and improve the system of registering social events, recruitment events, and new member events.
 - Clarify what events need to be registered.
 - In my opinion, they should register any function held in a chapter facility, and any function involving alcohol that will be held outside the chapter facility (annexes for example).
 - Currently, only official parties are registered, so the dilemma is how to deal with off campus functions.
 - You can either choose to ignore that those are the locations where the high risk behavior is occurring, or
 - You can ask chapters to register all functions that meet a certain criteria which could include:
 - Over X amount of members will be attending
 - Chapter officers will be attending
 - the event is advertised or promoted at a chapter meeting or listserv or chapter facebook page

- These criteria should be agreed upon WITH chapter leaders - empower them to help make off campus social events safer, and help them understand what the criteria are.
 - Campus Police can help chapter functions by driving by off campus parties and checking in with designated leaders to see if any assistance is needed.
 - Organizations having unregistered functions would still be sent to the judicial process. Chapters who have off campus functions and followed proper risk management procedures or asked for assistance when there was a problem could get some leniency if they went to a judicial hearing.
- Continue the policy of not allowing alcohol at ANY recruitment or new member event.
 - Although things have improved when it comes to alcohol and recruitment or new member events, anecdotal evidence suggests that chapters still violate this policy on occasion.
- Address the issue of annex houses with the fraternity/sorority community and get them as close to compliance with university policies as possible.
 - While "official" fraternity/sorority houses have been very compliant with university policies, many of the problems have moved to alternate locations such as annex houses or off campus apartments.
 - These locations are negatively affecting the fraternity/sorority community as they often are environments that contribute to the drinking culture. They also can be sources of friction and conflict with neighbors and police.
 - Merely applauding all of the changes that have been made in the 'official' houses without noting that the drinking is taking place in these alternate locations would be disingenuous.
 - A great deal of discussion and education needs to take place with regards to the liability that these annex houses bring a chapter, the need for registering events taking place at those locations, and the possible repercussions of that kind of behavior.
 - University officials and the fraternity/sorority leaders need to come to an understanding about how annex house events will be viewed and treated from a monitoring and judicial standpoint.
- It is time to re-explore the concept of University officials working with campus police, Chico police, and city officials on a Title V-based policy that effectively allows all entities to deal properly with alcohol and drug violations in off campus sites where students live. Of particular interest would be "annex houses" and the facilities of rogue organizations.
 - All sides agreed that this was one of the biggest problems still left to tackle, but felt that the other sides had been hesitant in the past to tackle the issue effectively. All sides noted they wanted to explore the issue again.

- The city and University can jointly work on changing zoning laws and current ordinances to allow joint jurisdiction over houses identifying themselves as or operating like fraternities or sororities”
- Double or triple the penalties for alcohol distribution to minors within a certain distance of the university- this would encompass not only rogue organizations and annex houses, but also surrounding bars.
 - As noted in the first report, the fines could be split between residents and landlords, bringing the landlord into the enforcement and accountability picture
- The following are recommendations that were made in 2005 that have not been adopted, but we feel are still viable suggestions for you:
 - The University and the city could team up to create ordinances that can deal with irresponsible bars that provide ridiculous drink specials for students
 - Have Wildcat Card be accepted at Chico non-alcoholic venues such as movie theaters, coffee houses,
 - The University, Associated Students and the fraternity/sorority community should and work with these non-alcoholic venues to create College Nights
 - Discounted prices
 - Parties, entertainment, etc.
 - 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

Recruitment/Intake

Observations

While the recruitment and intake processes have improved somewhat, and chapter size has increased recently, there is still a need for a comprehensive recruitment program for the fraternity/sorority community. Chapters need to be more proactive in how they find new members. They also need access to the best students on campus if they are going to continue to evolve.

In 2005, the decision was made by the university to go to a deferred recruitment process - where first year freshmen were not allowed to join a fraternity or sorority. That policy is still in place. Most chapter leaders expressed a desire to keep that policy in place. They did mention a desire to have more meaningful interaction with new students during the Fall semester- even though they could not ask them to join until their second semester. There is currently no policy in place specifically preventing that interaction, but rather a lack of understanding of how to do it effectively and within the scope of the deferred recruitment policy.

The focus on what to emphasize has changed for many groups - away from strictly social and toward a more balanced approach. Here is one example, taken from the same fraternity's recruitment materials in 2000 and then again in 2009:

(2000) As you are probably already aware of, Chico State has quite a reputation for being a place where good parties are not hard to find. If you are a person looking for good times with good friends, look no further than [us]. With a variety of socials with all the best sororities on campus, the Fall 2000 semester is going to be one that you won't want to miss. We have mastered the art of pushing parties to the max.

(2009)

Our mission and goal as brothers and fraternity members include these three ideas:

- 1. To develop ethical leaders inspired by the principles of Love, Honor and Truth*
- 2. To foster the personal growth of each mans mind, heart, and character*
- 3. To perpetuate lifelong friendships and commitment to the Fraternity.*

While the conversation during recruitment may be different, for many chapters recruitment remains passive, event-based, haphazard, and coincidental. The fraternity/sorority community needs an annual, unified, assertive, positive recruitment campaign that is created, run and revised by a team of members from every chapter, and guided and supported by the Student Activities staff. Individual chapters, specifically IFC and MGC chapters, need recruitment education.

The university can help greatly by providing some additional access to students. The university can be of great help in this area by allowing informational sessions by council leaders to be held in residence halls, providing some limited and controlled access to targeted students (those with above a 3.4 GPAs for example) and by promoting the fraternity experience as a viable and positive option at CSU-Chico. [Understand that this access is extremely sensitive and should be treated as such. Unrestricted access to residence hall students is NOT what we are advocating, but rather the ability to provide informational sessions in a residence hall meeting space for interested students. Handing out contact information of CSU-Chico students with above a certain GPA to every fraternity and sorority is also NOT what we are advocating, but rather providing that list to the Greek Life staff so that they can work with student leaders to send targeted invitations as a community.

The concept of expansion to new fraternities and sororities should always be explored. Each national umbrella organization (NIC, NPC, NALFO, NPHC, etc) has policies on how to add a chapter to your campus. As noted in the initial report, we feel that expansion plans for both councils looking forward in 3 or 5 years intervals should always be considered.

Suggestions

- The University still needs to find ways to give the fraternity/sorority community broader access to students.
 - The University can give the office of Greek Life a targeted list of students so that they can help organize a recruitment/marketing campaign that focuses on those students.
 - Greek Life can work with councils on how to best get promotional materials, invitations to informational sessions, etc out to those students.
 - At many campuses, targeted promotional materials go out to students who have above a certain GPA for example.
 - Greek Life staff and councils should work with Residence Life staff and student leaders to find ways to create controlled and productive information sessions about fraternity/sorority life in residence hall large group meeting space.
- The fraternity/sorority community should organize a Greek Orientation Team (GO Team) that promotes ‘Going Greek’ all year long, including summer orientation.
 - This team can be in charge of creating promotional materials; sending out invitations to informational sessions; coordinating informational sessions in residence halls; coordinating move-in day with residence halls; and creating a presentation and/or event during summer orientation, student activities fair, or the first week of school.
 - If at all possible, include a few parents of students on this team so that they may be available to talk to parents of potential new members- either during orientation, move-in day events, etc.
- Governing councils need to identify opportunities to have Greek students interact with non-Greek students throughout the year- specifically highlighting the following areas:
 - Service/Philanthropy - create an all campus service or philanthropy project and work with residence life or associated students.
 - Academics - create a free after-hours tutoring program as an extension of the Student Learning Center (described in more detail in the Academics section of this report)
 - Leadership - Create a student leadership speakers series or help co-sponsor a campus leadership program.
- As suggested in the last report, Councils and Greek Life staff should conduct market research to determine specific reasons why students are not joining Greek organizations.
 - Survey non-Greek students who are eligible to join.
 - Specifically target non-Greek students who you would want to be Greek.
 - Utilize a Marketing class, or some other university resource to help- maybe even turn it into a class project.
- It is time to bring back a recruitment specialist to re-educate the fraternity/sorority community on ways to be more actively recruiting members.

- David Stollman was brought to campus 4 years ago, but current students were not around then. Also, the current students will be more receptive to the education.
- Greek Life should publish all relevant information for potential new members
 - Costs and comparison to University Housing
 - Chapter GPA's
 - Recognition by university
- Councils and chapters need to continue raising their standards for membership.

Leadership Development

Observations

The CSU-CHICO fraternity/sorority community has greatly improved in how they identify and develop leaders. While there is still room for improvement, this may be one of their strongest areas.

"The fraternity/sorority community has consistently produced some of the best campus leaders in the past five years." That sentiment was echoed by nearly every staff person I spoke to while on campus. It was also confirmed by speaking to a group of leaders who weren't in a fraternity or sorority. The leadership development opportunities have increased since my last visit, as have the number of students taking advantage of those opportunities. The Greek Life area conducts two strong leadership programs: one for new members and one for chapter and council officers. Chapters could still use some assistance in organizing and facilitating their officer training.

Suggestions

- The university (Greek Life, and other Student Life departments) needs to continue to conduct their annual officer leadership retreat and all new-member program.
 - These have been successful and have helped stabilize chapter leadership and increase inter-council working relations.
 - It is imperative that representatives from all the councils attend these programs.
- The next step in the creation of a full leadership continuum would be to create an officer academy
 - A one-day set of workshops and round-table discussions that focuses on certain officer roles.
 - Could be led by Greek Life, alumni, and past fraternity/sorority officers.
 - This could serve as a type of transition into office for new officers.
 - Key areas would include finance, recruitment, public relations, and member development.
- A long term concept that should be discussed is the creation of leadership programming and opportunities specifically for seniors.

- Seniors in chapters need something very different than underclassmen from the programs and events chapters provide. Many of them tend to drift off from chapter operations, taking with them potential leadership and guidance.
- Start by meeting with a cross-section of seniors who are ‘disengaged’
 - Ask them why they are not connected to chapters.
 - Work with them to identify programming needs.
 - Perhaps engage some seniors from different chapters to serve on an advisory council or programming council.
- Work with chapters and councils to create specific programs and events that are geared toward seniors.
 - Networking with community leaders in their field.
 - Resume writing; mock interviews.
 - Discounted LSAT and GMAT prep courses.

New Member Development

Observations

New member programs for fraternities and sororities at CSU-Chico need to be more productive and constructive, especially for the IFC and MGC groups. Some programs incorporate meaningless and occasionally dangerous activities.

New member programs are the main development component for most fraternities and sororities. Highly effective fraternities and sororities provide new members with a positive experience that focuses on understanding the operations of the organization, leadership development, friendship building, and values education. In essence, it is the first level of support and guidance for students who decide to join a fraternity or sorority. Less effective chapters have students engaged in activities that are unproductive, provide new members with meaningless tasks, and in worst scenarios, put them in danger. While there have been some improvements overall to how new members are assimilated into the general membership, some problems still exist.

Some fraternity new member activities include alcohol, which creates a very volatile and dangerous situation. Hazing in any form has a tendency to worsen as time progresses - a lesson this campus knows all too well. Seemingly harmless activities can morph over time into more dangerous activities. 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. The councils and the University need to continue take a very strong stance against hazing in any form. Education also needs to be emphasized here- for students AND administrators. There were instances of hazing that were occurring in plain sight and were going unquestioned or unchallenged by the university community.

One glaring red flag is the new member grade point averages. For most groups, those grades are disproportionately lower than the member averages. This is a clear sign that new members are either overburdened or are not getting the academic support that they

need. Your first semester with a fraternity or sorority should not be an academic burden- if anything it should be the one where you are most supported academically.

Suggestions

- Greek Life should work with the councils to present quality educational programming on hazing.
 - New members themselves are educated during the all new-member program.
 - Chapter leaders should also be educated constructively. The program should deal with hazing on many levels:
 - Legal ramifications;
 - Humanistic ramifications;
 - Operational ramifications.
 - Should include all chapter advisors so that they are in tune with what the current trends and policies are.
 - The topic should continue to be addressed with new members and with chapter members once a year.
 - Consider co-sponsoring hazing education with the Athletic Department.
- New Member Educator meetings should be taking place monthly with Greek Life staff in order to reinforce positive education emphasis and to act as resources for each other.
- Greek Life and the councils should provide chapters with programming and schedule ideas for positive new member development.
 - Some chapters may honestly not know how to create and implement a positive new member development program.
 - Part of the hazing issue is that chapters do not know what they can do that will achieve the same results (bonding, challenge, etc) without hazing.
 - CSE should be meeting with new member chairs monthly if possible.
 - Providing them with good ideas that are productive yet challenging can alleviate part of the problem.
 - Identify desired outcomes with student leaders:
 - Bonding of members
 - Proof of “worthiness”
 - Expect them to learn history of organization
 - These are examples of desired outcomes, but it is the way these outcomes are reached that makes something hazing or not.
 - Work with them with non-hazing alternatives to meet these outcomes.
- University employees should be trained to identify hazing situations and on how to deal with them.
 - More than just the people that work in Student Affairs.
 - Educate all parts of the university on what is considered to be hazing.

- There are many campus community members who could identify hazing occurrences if they were to understand what hazing actually means.
 - For example, faculty members, food service workers, custodian, etc.
- As noted in the first report, absolutely no alcohol should be present at ANY new member activity

Standards/Judicial

Observations

The university judicial process has come a long way since 2005. Council and chapter standards/judicial boards could be improved. The university should consider having some kind of behavioral/judicial agreement with Butte College.

The information flow between Judicial Affairs, campus and city police, and Student Activities has improved greatly over the past five years. Indeed, one of the greatest changes in the past five years has been the information flow between CSU-Chico PD and City of Chico PD. All of these improvements have helped streamline the judicial process for individual and organizational cases. The university judicial process has become more consistent, assertive, and collaborative. A joint agreement between the judicial offices of CSU-Chico and Butte College would go a long way in helping the communities deal with behavioral issues that affect students from both institutions.

Each council has their own judicial board that handles violations of their constitutions, but are not always utilized effectively. To truly empower the students, the university should consider having those council judicial entities take on more responsibility and act as an adjunct arm of the university judicial process. One of the biggest problems chapter leaders noted was the difficulty they had in holding some members accountable for their actions. Most chapters have a standards or judicial board in place, but not all of them utilize them effectively. More training, perhaps from the Judicial Affairs area, could be held for chapter officers that deal with standards or internal accountability.

Suggestions

- Have a joint judicial advisory board that helps Student Activities and the Judicial Office hear organizational violations of the student conduct code.
 - This can be made up of the council officers in charge of their judicial processes, or can be made up of council judicial board members.
 - This would be similar to the adjunct authority that the residence halls have.
 - This body would need to be trained by the Judicial Affairs office, and would be advised operationally by both Greek Life and Judicial Affairs.
 - This empowerment would allow the organization leaders to begin to hold each other accountable rather than it always just being an external entity that does so.

- Internal standards boards still need a great deal of education and support from university staff and alumni.
 - Many chapters do not have a set process for handling members who violate their own policies.
 - Chapters that do have a process do not always follow their procedures.
 - The Judicial Affairs office can be supportive to chapters by providing them with training on due process, hearing procedures, investigation resources, etc.
 - I am not suggesting that the university take over internal standards for chapters, but rather that they provide resources for chapters that want to improve how they handle their internal judicial processes.
- CSU-Chico and Butte College would both benefit from some kind of agreement between the two entities that bound students from both institutions to a similar set of standards, a similar judicial procedure, and a sharing of information that would allow consistent and fair repercussions for violators of campus policies.
 - Butte College and CSU-Chico have partnered in many other endeavors - this would be one of the most important as far as dealing with behavioral issues and providing a safe and secure environment for both campuses and the Chico community.
 - Clearly you would need legal counsel involved in any kind of agreement, but the time is ripe for a discussion between the two entities.
 - There is little in the way of precedence and examples. Florida State University and Tallahassee Community College have had some success in joint agreements in the past.

Community /Public Relations

Observations

The fraternity and sorority community at CSU-Chico has made significant improvements over the past 5 years. Chapters and councils are currently doing some great things, but they need to do a better job of promoting a consistent message and of actually showing the rest of campus all the great things they do. The university administration, including senior staff, can help this effort.

The public perception of the fraternity and sorority community at CSU-CHICO has improved since 2005, although it would be a stretch to say it is completely positive. Many administrators perceive the fraternities and sororities to be the 'leaders on campus' and recognize the strides they have made in the area of community service. Campus police have said their relationship with fraternities and sororities has improved exponentially. For many non-Greek students, the only real time they interact with fraternity and sorority chapters and members is through the social life. If this is the only

glimpse they get of fraternity life, then they are getting a skewed image, but one that will be ingrained in their minds. There is a need to start creating a broader, positive public image. The chapters and councils need to concentrate on collecting and publishing data about the good things they do. They should also find ways to invite and include non-members in those positive activities. Four constituents in particular need to be specifically targeted: faculty members, university administrators, the greater Chico community, and non-Greek students.

The university can be supportive in several ways: a) by taking as many opportunities as they can to highlight the positive accomplishments of the fraternity and sorority community, b) by actually providing PR training for chapter and council leaders; and c) by doing everything they can to distinguish recognized fraternities and sororities from rogue organizations.

As we noted in the last report, the best PR campaign will not change anyone's view of the fraternity/sorority community if individual members or chapters act in a manner that goes against the shared values of the community.

Suggestions

- The councils need to create and roll out a joint public relations campaign.
 - One message- from all entities- is going to be more effective than the multiple messages being sent.
 - Greek Life Staff and perhaps a university public relations staff member should help coordinate this.
 - It may also be a good idea to involve Public Relations students as a class project.
- Council leaders should work with the Office of Greek Life and the VPSA to identify ways to improve relations with Faculty
 - As noted in the Academics section of this report, the aspiration for academic success of fraternities and sororities might be the best way to bridge the gap between chapters and the faculty.
 - Faculty appreciation dinners or receptions could be held to recognize outstanding faculty members
 - Each chapter could nominate a faculty member
 - Provide services and recognition for faculty members:
 - Babysitting service once a month
 - Can faculty members be utilized more for educational programming?
 - Perhaps council leaders can send out a survey asking for potential educational program topics
- More events (especially philanthropic or service events) should be planned with non-Greek student participation as the goal.
 - Chapter philanthropies tend to only include fraternity/sorority members
 - If non-Greek students never really get to see the energy that goes into service and philanthropy, how are fraternities and sororities going to change their image?

- Council and chapter leaders should work closely with the Director of Civic Engagement and Greek Life Staff to create a comprehensive Friendly Neighbor program.
 - Proactively meet and work with surrounding residents that live north and south of campus.
 - Provide them with key phone numbers, calendars, etc.
 - Invite them to philanthropic and service events.
 - Create an opportunity for dialogue once a semester to discuss issues and find proactive ways to strengthen the relationship with neighbors.
 - Help neighbors understand the difference between recognized fraternities and sororities and rogue groups.
- The University needs to identify ways of actively and consistently promoting the positive things being accomplished by the fraternity and sorority community.
 - Bring in University Public Relations staff to train and guide the fraternity/sorority leaders on effective PR methods
 - The President and VPSA can have a letter promoting the fraternity/sorority experience in joint recruitment materials.
 - They can also verbally express how far the community has come during key speeches- orientation, parent's day, etc.
 - Can the fraternity/sorority community be highlighted in the alumni magazine?
 - One of the most important and powerful messages that can be sent to students and parents is one that distinguishes the recognized fraternities and sororities from the rogue groups. University administration should work closely with their PR officials to find effective ways to do this as it will show support for the chapters that are doing the right things.
 - For starters, stop calling the rogue groups fraternities and sororities. You should make the terms 'fraternity' and 'sorority' be synonymous with recognition.
- Council and chapter leaders should also find ways to improve the growing relationship the fraternity and sorority community has with Athletics
 - The Athletic Director can become a strong advocate
 - Athletic coaches may be utilized as educational resources, particularly in the recruitment area
 - Councils can coordinate an “adopt-a-team” program
 - Fraternities and sororities are asked to adopt an athletic team for the semester
 - They provide fan support for that team throughout the season
 - Do this as an extension or parallel to Rowdy Red.
- Work with Councils to have a joint website- at the very least an opening page with links to the individual council pages.
- The Greek Life staff should help council and chapter leaders compile positive information in order to create a Year in Review publication.

- Highlight academic, philanthropic, leadership, educational, awards, and other achievements
- Distribute this document to faculty, staff, parents, orientation participants, etc.
- Council leaders should compile important calendar events and work with the Office of Greek Life to have those events added to the campus calendar
 - Creating a joint 'all Greek' calendar will also help avoid over-programming

Multicultural Greek Council (MGC) Organizations

Observations

The MGC fraternities and sororities need to come together as a council, provide a greater impact for the students of color on campus and have a stronger relationship with the other councils and the university if they are going to truly excel.

MGC chapters have some great individuals who do an amazing job with community service and having key leadership positions on campus. Unfortunately, the chapters do not collaborate enough with each other. Little emphasis is placed on doing things as a MGC community, but rather as individual chapters. When your chapter size is as small as it is for most of these groups, collaboration is essential.

MGCs need to continue to focus on programs and events that will make the most impact on the campus community. They also need to get back to their core values and maintain the high standards that separate them as an organization (specifically in the area of academics- noted above). While all chapters espoused high standards and ideals, the sentiment among members and many potential members was that those standards were not always being followed by members in the organizations. GPAs for nearly all chapters fell below the requirements for membership, for example. Without a pooled and concerted student effort as an MGC community, very little progress will be made to improve the situation. By not consistently working together, the chapters are minimizing their exposure and ability to be seen on campus. CSU-Chico needs to provide multiple levels of contacts– the office needs to be seen as a supportive team. Furthermore, these groups may need some additional financial resources to be able to hold retreats with their executive boards so that they can focus on cohesion, unity and teambuilding, improving intake and member development, and refocusing on core values.

Finally, I will repeat what I said to them in our meeting together because I think it is very important. **MGC chapters have a unique opportunity and perhaps even a duty to become the most significant positive influence in the lives of students of color on campus. If they are able to transform themselves into that kind of organization, they will become infinitely successful for their members, but also as a source of retention for the university.**

Suggestions

- MGC needs to work with chapter leaders and university administration to **increase visibility** and dissemination of information to potential members.
 - Conduct a pre-informational meeting at the beginning of each semester where NPHC and chapter leaders present a unified front.
 - Work with the university (perhaps through the Center for Multicultural Education (CME) or other Student Life area) to get names and contact information for students of color who have above a 3.0 and provide these students with information about NPHC.
 - Targeting these students as a council does not violate any ethos or tradition- it is merely a smart way to get an uninformed population some important information about MGC chapters and the value these groups bring to campus and their members.
 - Be clear about qualifications and expectations of membership as well as the processes of how interested parties may be asked to join.
 - Create 3-4 events throughout the year when MGC chapters can come together to have a campus-wide projects (academic, service, etc.) that would appeal to qualified potential members. Market these events to those targeted individuals. This is not recruitment, this is merely showing people that the stereotypes are not true.
 - Identify the 3-4 main feeder high schools for students of color. Work with those schools to co-sponsor a service project or provide informational materials or presentations about MGC. This kind of connection is made at high schools in larger cities, and proves to be inspirational and educational for high school students.
 - Could be done in conjunction with NPHCs or MGCs from other universities in the area with similar feeder school makeup.
 - Needs to be extremely organized and professional and needs to focus on the positive aspects of fraternity/sorority life.
 - Feeder school information can be provided by the university.
- Consider bringing in an outside resource to help create a progressive intake process.
 - The university should consider bringing in a 3rd party resource or program such as **Intake Equation** run through Campuspeak (www.campuspeak.com/programs/intake)
- Continue to address the issue of hazing with the leaders and members of these groups - for many it is still an issue.
- MGC chapters should assess their programs and determine if they are making the biggest impact (and most positive impact) on their members and their community.
 - How much time are you spending on social activities versus academics or community service?
 - How is your intake/recruitment/new member process setting up your members for success as a student and as a leader on campus??
 - Only you as a MGC member can answer these questions accurately. As an outsider, however, I can tell you that the results are speaking loudly.

Service/Philanthropy

Observations

Service and Philanthropy have become a source of pride for the fraternity/sorority community. Councils and Chapters have excelled in this area. The next step would be to create more all-campus service and philanthropy projects.

Nearly every person interviewed noted that the fraternity and sorority community has made tremendous strides in how they raise money for charity and donate countless hours towards community service. They have really made this a strength- almost a trademark. Chapters could do a better job of planning efficient, one-day philanthropic events as some of them border on over-programming. Other aspects of service and philanthropy also need work- for example, chapters could work together with other entities on campus to create some very meaningful service events for the local community. Too many events are marketed poorly to students outside the fraternity and sorority community. The university can provide assistance and support by having a stronger presence at these events, and perhaps providing discounted resources (physical space rental, food service, etc) for charity events.

Suggestions

- Councils should come up with a policy that limits philanthropy events to no more than 2 days.
 - Week-long philanthropy events can cause over-programming issues
- Councils should also find more ways to work with CAVE to identify and promote service opportunities for fraternity and sorority members
- Chapter leaders should identify ways to have a stronger non-Greek presence at their philanthropies
 - Chapter leaders should try to team up with a non-Greek organization to conduct at least 1 joint service project a year
 - Perhaps chapters can team up with an athletic team that was adopted
 - Other options include RHA, Associated Students, Honors College, etc.
- Councils should continue work with the Greek Life staff to create a campus-wide, hands-on, one day service project for the Chico area
 - They have had success during Greek Week this past year with their blood drive
 - Find large needs in the community- housing, homelessness, literacy- and make a significant impact.

Chapter Alumni and Advisors

Observations

Chapter advising has improved for many fraternities and sororities. Active chapter advising teams are needed for all of the groups if the fraternity/sorority community at CSU-Chico is going to go to the next level. Alumni need to be educated about the changes occurring in the fraternity/sorority community. Non-Greek volunteers can also be used to help advise/mentor groups- consider making the opportunity available to interested staff members.

High performing fraternity/sorority chapters have strong alumni/volunteer advisory teams that provide the undergraduates with guidance and an extra layer of accountability. These teams also work closely with the university and the inter/national headquarters to ensure that the undergraduates are getting a positive experience. Many groups at CSU-Chico do not have adequate advising; some have advisors who don't live anywhere near campus. Some only have a faculty to help them with campus operations but not with chapter operations. Sororities as a whole have more active advising corps than the men's groups.

Suggestions

- Increase the number of advisor meetings to once a semester.
 - Focus on key issues: academics, risk management and recruitment.
 - Solicit feedback on policies, issues, and events.
- Resurrect the chapter advisor education/training sessions... hold them once a year if possible and in conjunction with the advisor meetings.
- Create a CSU-Chico chapter advisor manual that includes resources, phone numbers, etc.
- Identify staff members and other community members who are willing to help with advising chapters
 - Several younger staff members who are not Greek or who do not have their chapter represented on campus expressed interest.
 - Pair those staff members up with chapters that need the most advising help.

University Support/Recognition

Observations

The fraternity/sorority community has evolved from an entity on the verge of extinction to a viable student development experience on campus. This has happened in part because of the strict directives from the University, but also because of the layers of support that has been given to the community. For the community to evolve even further, it will need more support, incentives, and reward. That extra effort will help them become exponentially stronger, and a more vibrant contributor to campus life. Recognition, now more than ever, is going to have to mean something significant if the chapters are going to truly distinguish themselves from rogue organizations.

The fraternity/sorority community has passed through tumultuous times since 2005 - having lost several members and chapters, struggled with heightened scrutiny and standards, and has now found a new identity and begun stabilizing. Some great relationships have been forged between the fraternity/sorority community and some campus offices like CADEC, CAVE, and of course Student Activities. Many students said that they were eager to have stronger University support. The connection between higher level administrators and the fraternity/sorority community should be stronger and more consistent. "We want to know they appreciate us. Sometimes when they reach out to us, we feel it is an afterthought or a reaction to someone complaining. It should be

something they do because they realize how much we have started to provide for Chico State.” The university has needed to make many decisions about its relationship with fraternities and sororities with a strong focus on legal liability. The time is ripe for decisions involving fraternities and sororities to have a stronger student development approach. In other words, a philosophical shift from “why things can’t happen” to “how can we make things happen?” may be warranted now. President Zingg indicated on several occasions that he is interested in helping the fraternity and sorority community continue to improve. For things to continue to improve, the university needs to make official recognition matter. Both entities need to come together to identify specific, creative, and significant ways to reward fraternities and sororities that are excelling. However, rewards should only be provided hand in hand with the continued abidance of higher behavioral standards. Through this collaboration, the university can and should expect a stronger alignment to the values, vision, and mission of the institution.

Suggestions

- Once a year, President Zingg and key staff members should address the fraternity and sorority community in an open forum.
 - Discuss progress, issues, and strategy.
 - Create a structured time to show the community that they are appreciated and are a priority.
- The Greek Life area needs to maintain the two full-time professional staff structure.
 - It has been one of the reasons why the fraternity/sorority community has evolved so quickly.
 - Continue to make those positions attractive and competitive with the job market.
- The university should explore the possibility of creating a low-interest fund to help alumni and house corporations upgrade chapter facilities
- It is time once again for the university 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
 - As we emphasized in the initial report, university recognition has to be meaningful in a way that the concept of NOT being recognized by the university becomes an extremely undesirable option.
 - Some excellent ideas were created by the fraternity/sorority community in 2006- but many of these have not yet been implemented:
 - Hold on transcripts and registration for members who aren’t paying dues/rent
 - Increased access to incoming students and their parents during orientation, move in day, etc.
 - Creation or designation of an inter-fraternal council office somewhere near the Greek Life Office.
 - Access to key university staff such as the PR office, web and IT resources, maintenance and groundskeeping.

- Inclusion of key events in the campus calendar.
 - Scholarships for outstanding fraternity/sorority leaders.
 - Priority registration for chapters above all campus average.
 - Hanging chapter flags in the student union.
 - Inclusion of recognized chapters on campus maps.
 - Priority reservation access for events held in facilities on campus such as the WREC
 - Tracking of Greek alumni through the Development office
 - Chapter alumni newsletter assistance
 - This would entail coding members on PeopleSoft
 - Providing detailed 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 that handles violations of university policy.
 - Special relationship with university housing
 - Ability to have council recruitment presentations in residence halls
- The university needs to do more in their efforts to deal with rogue organizations
 - While parents and students are told this information initially, the messaging needs to be consistent and pervasive.
 - Educate RA's, community neighbors, media as well.
 - It is time to reopen talks between the university and the city about how to deal with rogue organizations
 - Zoning laws
 - police response issues
 - Safety inspections
- The Greek Life staff should work with all three councils to help make the University Cup participation more consistent
 - Speak with panhellenic officials again to identify ways they can participate without violation of their philosophy on competition
 - Work with council officers to help revise the point system annually-empower them to set the standards
 - Make the point system permanent for a year- don't allow any additional programs to be 'mandatory for the Ucup' unless voted on in council meetings.

Final Thoughts:

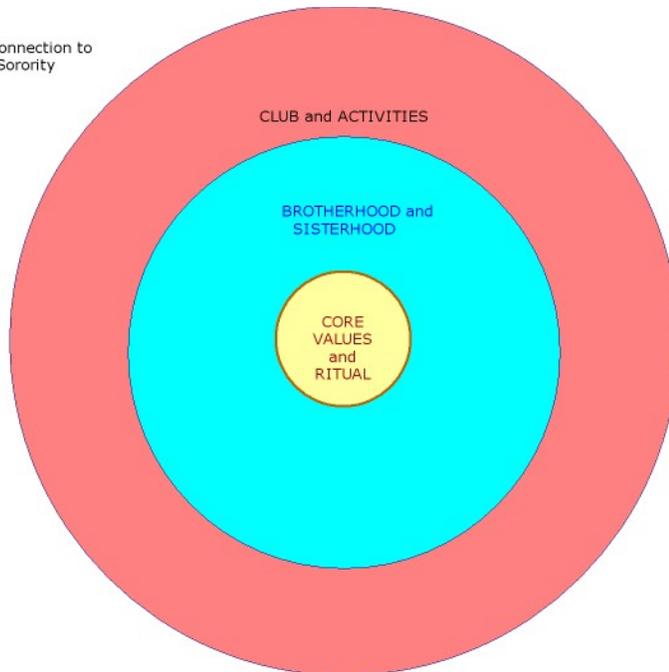
You should be proud of how far the fraternity and sorority community has come in the past five years. I cannot think of any that have made this kind of progress in the same timeframe. What makes me feel even better about your situation is the strong desire among fraternity and sorority leaders to continue to evolve- to build on their success- rather than declare victory. That is truly impressive and that energy should be the driving force for the years to come as you decide what parts of this report you want to implement.

Aside from the large core group of student leaders and members in most of the chapters that want to make substantive change, you have a core group of alumni that want the groups to reach new heights and you also have many administrators that want to see the community thrive and are willing to help them in the process. It will be an even more successful change process this time around if the faculty were involved as well.

As I suggested in 2005, I believe you should consider putting together a Task Force comprised of 1/3 students, 1/3 faculty/administrators, and 1/3 alumni/advisors should be charged to create a 5 year strategic plan for the fraternity/sorority community. I am happy to provide you with assistance on interpreting and implementing this report. It would be my pleasure to do so.

On a personal note, I want to thank the students, alumni, faculty, and staff with whom I met while I was there. As you can imagine, this visit was met differently by all constituents. This time, the desire to become better and learn how to improve the community was genuine and powerful. It is because of that desire that I felt during my visit that I feel comfortable saying that improvements are not long from occurring.

Figure 1
Layers of Connection to
Fraternity/Sorority



Members of a fraternity/sorority can have different connections of affiliation with that organization. The most basic is the connection to the **club-like activities** that organization provides (social events, intramural participation, etc.). This is the most common connection, especially for those who join without a recruitment effort that emphasizes the deeper meaning of fraternity/sorority. This is also the weakest connection in that once those activities are no longer desirable or available; a member's loyalty to the organization is lost. This is not necessarily an unhealthy connection unless those club-like activities are illegal, demeaning, or dangerous. It can, however, be a very superficial and temporary connection as people tend to grow out of their needs for these activities at some point. Most members that see the fraternity only as a place for these activities become dead weight or disappear after graduation.

Some members seek out or grow into a loyalty to the close camaraderie and bond with fellow members, termed **brotherhood or sisterhood**. This loyalty extends beyond just the club-like activities, although those activities often help promote the brotherhood and sisterhood of a chapter. On a base level, this can be a very healthy connection to the organization, nurturing long-lasting friendships and helping students learn to work and live closely with one another. The danger with this being the deepest level of connection to the organization is that members often fail to hold each other accountable for questionable behavior in an effort to maintain loyalty to one another. There is little confrontation or peer accountability.

The most difficult but meaningful affiliation to a fraternity/sorority one can have is that to the **core values and ritual** of the organization. When one is connected at this level, one understands the true purpose of the fraternity movement and can uphold and defend the ideals of the fraternity, while still maintaining a sense of brotherhood/sisterhood and an enjoyment of the club-like activities the fraternity/sorority has to offer. To reach this level, most members need to have the core values emphasized quite often (recruitment, new member education, member education, standards hearings, chapter meetings, etc.).

High performing Greek communities have a majority of members connected to the core values and ritual of their organizations and the Fraternity/Sorority community at large.