

# A Plan for the Future

Fraternity and Sorority Life  
Carnegie Mellon University

Greek Life Advisory Committee  
Final Report  
Friday, June 29, 2007

## Greek Life Advisory Committee Report

Carnegie Mellon University recognizes the crucial role that fraternities and sororities play in the undergraduate experience of many of our students. In recognition of their potential for positive impact on our campus and community, the Greek Life Advisory Committee was formed to consider the current and ideal state of Greek Life at Carnegie Mellon and provide recommendations for the future.

The Greek Life Advisory Committee acknowledges that organizations on campus, individually and collectively, contribute to the experience of students, the university and the greater Pittsburgh community by promoting leadership, fostering academic excellence, participating in community service and facilitating the development lifelong friendships. However, the committee also acknowledges that while fraternity men and sorority women claim to promote the values of their organizations, their behavior often conflicts with their organizational values, and chapter members fail to consistently live up to the principles espoused by their founding members. This dissonance between fraternal values and member and chapter behavior has led to disconnectedness with national organizations, a lack of accountability within organizations and the absence of a sense of community between men's and women's organizations. Further, troubling accounts of the abuse of alcohol and hazing practices in new member programs; behavioral problems of individual members; a lack of appreciation for multiculturalism; poor facility and financial management; lack of a governing council for our recognized, Greek cultural organizations; and the ineffectiveness of the Interfraternity Council have produced an overarching concern that the fraternity and sorority experience is not adding value to the Carnegie Mellon student experience to the degree of which we believe it is capable.

The Greek Life Advisory Committee holds the following vision for the fraternity and sorority community at Carnegie Mellon: (Appendix A: Vision, Mission, and Values)

The Carnegie Mellon University fraternity and sorority community consists of members who make decisions based on their fraternal values and engage the community in positive and meaningful relationships.

In an effort to bridge the gap between the current state of our community and our vision for the future we offer the following recommendations:

1. Commit to a culture of assessment and informed quality improvement for the fraternity and sorority community by:
  - a. Conducting a baseline assessment of the fraternity and sorority community to establish a more complete picture of the current state of our community. (Appendix B: Assessment)
  - b. Communicating the baseline expectations of all fraternities and sororities through established recognition criteria. (Appendix C: Recognition of Fraternities and Sororities)

- c. Establishing and articulating Standards of Excellence for the fraternity and sorority community for the purpose of voluntary, continuous quality improvement for chapters and the community as a whole. (Appendix D: Standards of Excellence and Appendix E: Standards at a Glance)
2. Strengthen the current governance structure in order to establish a self-governed Greek community. To that end we recommend:
    - a. Requiring all fraternities and sororities affiliate and actively participate in a governing council.
    - b. Establishing a United Greek Council to govern our Asian American and National Pan-Hellenic Council organizations. (Appendix F: Development of the United Greek Council)
    - c. Auditing the organizational effectiveness of the Interfraternity Council, which would include participation of the North American Interfraternity Conference, input from national organizations, our campus fraternity and sorority community members and representatives from the University. Further discussion of this recommendation and the current state of IFC is included in Appendix G: Effectiveness of the Interfraternity Council.

This document summarizes the recommendations of the Greek Life Advisory Committee. The recommendations and plans explored in the supporting documentation are designed to address the conflicting culture within the community. The action items provide chapters, the Interfraternity Council, the United Greek Council, the Panhellenic Association and the university concrete steps toward the overall recommended goal of increased accountability and improved relationships within our community.

<b>Greek Life Advisory Committee</b>
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## **Vision, Mission, and Values**

### **Vision**

The Carnegie Mellon University fraternity and sorority community consists of members who make decisions based on their fraternal values and engage the community in positive and meaningful relationships.

### **Mission**

Fraternities and sororities at Carnegie Mellon University foster a rich undergraduate experience while developing leaders in the arenas of academic achievement, service to others, and social interaction. While individually unique, each chapter and council embraces inclusivity and upholds the values of our community.

### **Values**

The core values of fraternities and sororities are:

- Leadership
- Academic Achievement
- Community Service
- Philanthropy
- Diversity/ Inclusiveness
- Brotherhood and Sisterhood / Lifelong Relationships
- Community

## Assessment

The Greek Life Advisory Committee made the following recommendation concerning assessment:

1. *Commit to a culture of assessment and informed quality improvement for the fraternity and sorority community by:*
  - a. *Conducting a baseline assessment of the fraternity and sorority community to establish a more complete picture of the current state of our community.*

## Method

The community assessment will be developed and distributed using the website SurveyMonkey.com. The assessment will ask questions related to focus areas outlined in the proposed Standards of Excellence, Appendix D. Likert scale, yes/no, and open ended questions will be used to solicit information from respondents. All information will be kept in the strictest confidence.

## Areas to be Assessed

### Demographic Information

This section asks for the demographic information of the respondent. Providing a name is optional; however each respondent must provide their affiliation. Other information asked for includes age, class standing, gender, race, year of affiliation, and residency.

### Recruitment

This section asks questions related to each organization's recruitment practices and their members' understanding of policies. Why the respondent chose to join a fraternity or sorority is also asked.

### Academic Achievement

This section asks questions related to each organization's focus on academic success. Questions about academic policies, programs, and advisors are used to gauge the respondent's satisfaction with the academic practices of their organization.

### New Member Education

This section asks questions related to each organization's new member education program. Questions focus on length and efficacy of the new member education period. Questions ask if the respondent was informed of hazing policies during their new member education period.

### Member Development

This section asks questions related to each organization's member development program. Questions focus on how well each organization provides or promotes opportunities for personal and professional development, as well as encouraging involvement in other organizations or leadership opportunities. Internal accountability is asked about in this section.

### Alumni Relations

This section asks questions related to each organization's alumni relations program including the role of advisors with the group. One question asks about the respondents desire to be involved as an alumnus.

### Facility Management

This section asks questions related to each organization's house management program and the living environment of the chapter facility. Organizations that do not have a chapter facility are asked to skip this section.

### Community Service and Philanthropy

This section asks questions related to each organization's participation in community service and philanthropy projects, as well as individual service and philanthropic involvement. Respondents' plans to continue service or philanthropy after graduation are specifically addressed as well.

### Member Satisfaction

This section asks about the respondent's overall satisfaction with their Greek experience at Carnegie Mellon. Questions about how others perceive the Greek experience are also asked.

### Governing Boards

This section asks questions about the Interfraternity and Panhellenic Councils. Respondents are asked to answer the questions as it pertains to the governing body for their organization. Organizations that do not belong to IFC or PHC are instructed to skip this section.

## **Data Analysis**

The data collected by this assessment will be used to benchmark the current state of the Greek community at Carnegie Mellon. Community information will be shared broadly while chapter specific information will be shared with only those chapters and their advisors.

All responses will be kept in the strictest confidence and no personally identifiable information will be shared with chapters, national offices or advisors.

## **Timeline**

The assessment will be distributed via email on July 13, 2007 to each member of the Greek community and remain open for three weeks, closing on August 3, 2007. A series of reminder emails will be sent during the three week period to encourage participation. Organizational presidents will be contacted to encourage member participation.

## Recognition of Fraternities and Sororities

The Student Life Office recognizes, advises, and supports the social fraternities and sororities at Carnegie Mellon University. A successful fraternity or sorority requires a support network from the university, alumni, national office and undergraduate members. The criteria for recognition of fraternities and sororities clarify the baseline expectations of individual chapters and identify what organizations should expect of the university via the Student Life Office.

### Criterion required for recognition

In order to be recognized by the university all fraternities and sororities must meet the following criteria:

1. Obtain chartered status from a national fraternity or sorority office. Colonies will be recognized for a period of two calendar years starting with their date of formation. If a colony fails to receive a charter within this time frame they will lose university recognition and will be required to wait one calendar year before reapplication.
2. Recognition by a university governing council. Colonies must be involved with a governing council to the level that is appropriate for their status as outlined by the Constitution and Bylaws of the governing board.
3. Identification of an active chapter advisor that communicates regularly with the chapter and the Student Life Office.
4. Submission of the organization's Constitution and Bylaws to Student Life at the beginning of each fall semester and within 48 hours after any amendments.
5. Submission of the organization's risk management policy and proof of insurance to the Student Life Office at the beginning of each academic year (fall semester).
6. Submission of the names and contact information for each executive board member to the Student Life Office at the beginning of each semester and/or within 48 hours of any changes.
7. Completion of the Greek Report documentation as requested by the Student Life Office each semester.
8. Submission of accurate membership rosters to the Student Life Office a minimum of once a semester or as requested by Student Life staff. Names of new members are to be submitted after bids are accepted and additional updates are to occur within 48 hours of any roster changes.

9. The chapter president, risk manager and new member educator must attend a training session sponsored by Student Life, IFC and PHC on the topics of risk management and hazing each semester. At the session each person will sign a document stating that they understand the university's hazing and alcohol policy.

### **Benefits of recognition**

Recognized fraternities and sororities will receive the following benefits and support:

1. Active advising by professional staff of the Student Life Office  
To include:
  - Individual meetings with chapter presidents and other officers as needed
  - Consultation on chapter issues
  - Assistance with organizational planning and goal setting
  - Advocacy related to navigating services and resolving concerns
2. The ability to actively recruit on the Carnegie Mellon University campus and invite Carnegie Mellon students to join the organization.
3. The ability to enter into a lease agreement with the Office of Housing and Dining services for a chapter facility
4. Participation in the sign-over process that is facilitated by the Office of Housing and Dining Services
5. Promotion on the Greek Life website and in university publications as a contributing community organization. Publications currently include the Greek Brochure and the university factbook.
6. Participation in centralized recruitment opportunities during Orientation and throughout the year to include Almost Midnight Breakfast, Greek Information Sessions, assistance with student Move-In, and the Get Connected Fair.
7. Access to member and chapter QPA data.
8. The opportunity to apply for and receive Greek Awards.
9. Authorization to reserve rooms and tables in the University Center and on campus.
10. The ability to establish an Oracle financial account through the University. In addition to general financial purposes, these oracle accounts may be used for chapter fundraising efforts.

### **Implementation**

All fraternities and sororities colonized prior to May 31, 2007, will receive recognition status by nature of their existence prior to the policy implementation. Organizations that are not in

compliance with the criteria for recognition are expected to identify a plan for achieving compliance within one year of implementation of the policy. This plan will be created in partnership with the advisors in the Student Life Office. Noncompliant organizations risk loss of the benefits described above.

Any fraternity or sorority colonized after May 31, 2007 must be fully compliant with the criteria for recognition prior to receiving the identified benefits of recognition.

## Standards of Excellence

In order for the Carnegie Mellon Fraternity and Sorority community to reach its vision in the future, the Greek Life Advisory Committee believes that individual chapters will be most successful if they fulfill *Standards of Excellence* that support the values and principles upon which their organizations were founded.

To ensure that fraternity and sorority chapters at Carnegie Mellon University complement the academic mission of the university, develop leadership and character in members, provide service to the community, build community and foster lifelong friendships between members, this document will set forth *Standards of Excellence* for fraternities and sororities at Carnegie Mellon University. The fundamental purpose of this document is to encourage the fraternity and sorority chapters at Carnegie Mellon University to return to their founding values, which are crucial to the rich development of fraternity and sorority men and women.

*Fraternity and sorority chapters have the freedom to choose not to hold themselves to these standards; participation as a Standards of Excellence chapter is voluntary.* Expectations for participation are outlined at the end of this document or can be discussed with either of the Coordinators for Greek Life.

Each section outlines suggested performance and planning standards which identify benchmarks and goals indicative of success in each of the areas. A detailed list of possible services and support for each of the standards is provided as well.

### Standard 1: Academic Achievement

#### Performance Standards

- Chapter achievement of an overall quality point average (QPA) for its full current membership that is above the respective male or female undergraduate average each semester.
- New member quality point average meets or exceeds the all first-year undergraduate QPA.

#### Planning Standards

- An elected or appointed member serving in the position of Academic/ Scholarship Chair. A position description for this person will be provided to the Student Life Office.
- The Academic/ Scholarship Chair will be responsible for developing a scholarship program that promotes academic achievement. This will include a statement on academic policies, provide information and access to chapter and campus resources for academic development, and outline a plan on how to assist members who find they are struggling academically.

- The Academic/Scholarship Chair will be responsible for incorporating academic achievement programming into New Member Education. This plan will be shared with a Coordinator for Greek Affairs.
- Potential new members of sophomore rank or above will hold a cumulative QPA of 2.00 or better to be considered eligible for chapter membership.
- New members will maintain a cumulative grade point average that is above a 2.50 while they are participating in the new member orientation/education program.
- All chapter officers will hold prior to election and maintain upon election a minimum 2.50 grade point average.

#### Services Provided by the University

- The Student Life Office, in collaboration with Academic Development, will provide training each semester for all chapter scholarship chairs on how to implement an effective scholarship program.
- Each semester the Scholarship chair should distribute and collect the signed Grade Release Form for all active and new members. The grade release form should be turned into the Student Life Office. Grades of members will be calculated and turned back to the scholarship chair or president of the respective chapter.
- At the beginning of the fall and spring semester, new members will be added to the chapter rosters and senior/graduating members will be deleted from the chapter rosters.

### **Standard 2: New Member Education/Orientation Program**

#### Performance Standards

- A new member program that adheres to the guidelines of your national organization.
- Initiation into full membership will be conducted in a reasonable manner and new member education or orientation program will be completed within 12 weeks from the date upon which a bid for membership was extended.
- All new members will participate in a 6 session New Member Education series. This series should be sponsored by the respective governing council, however if the respective governing council is not able to provide an appropriate education series, the Student Life Office will provide the requisite sessions. The New Member Education series should include the following topics:
  - Alcohol Education
  - Hazing
  - Sexual Assault Awareness
  - Leadership Development
  - Academic Achievement
  - Greek 101
- At least 50% of the new member class will initiate into full membership.

#### Planning Standards

- New members will be fully informed of what is expected of them as an active member in their organization; this includes a complete awareness of financial commitments and attendance requirements.

- New members will be fully informed of what is expected of them for the duration of their new member education period. They will receive a detailed calendar at their first new member meeting and it will provide an outline of activities during the new member program and the date of initiation.
- Articulate a chapter specific comprehensive new member program that promotes scholarship, offers leadership opportunities, encourages campus involvement, outlines clear expectations of membership and behavior and provides opportunities for personal development. All new member education/orientation programs will be planned at least 3 weeks prior to bids being extended. This program will be submitted to the Coordinator of Greek Affairs in the Student Life Office.
- Incorporate a system for 100% participation in a No Tolerance for Hazing initiative such that all active members will sign an agreement stating that they will not engage in any hazing related behaviors. A copy of these signed agreements will be submitted to the Student Life Office.

#### Services Provided by the University

- The Student Life Office will collect and maintain accurate chapter rosters, including the names of new members.
- The Student Life Office will develop a program addressing the issue of hazing for students to learn about options for educating members free of hazing – all participants would receive an identifying sticker or sign to acknowledge their commitment to hazing free practices.
- Student Life Office in conjunction with the appropriate governing council will participate in a New Member Education session to explain what hazing is and what to do if individuals are a victim of hazing. New members will be asked to sign a form acknowledging their understanding of hazing.
- The Student Life Office will develop a Peer Hazing Advisors program to provide confidential assistance to new and current members. Advisors will receive training related to policies and resources and an accurate listing of advisors will be maintained through the Student Life Office.

### **Standard 3: Recruitment of New Members**

#### Performance Standards

- Compliance with all national chapter polices and governing council policies related to recruitment.
- Participation in governing council and university planned events (i.e. First Year Move In Day, Almost Midnight Breakfast, Greek Information Sessions, etc.)
- All recruitment events occur absent alcohol for members and potential new members.

#### Planning Standards

- A minimum of one officer responsible for recruitment. The name of this officer will be provided to the Student Life Office and the respective governing council.
- Recruitment will be values based and the purpose of recruitment events will be to disseminate information to potential members about the respective organization. All publications and other descriptive programs about fraternity or sorority recruitment will provide information about membership expectations and provide accurate details

related to financial obligations, academic requirements, retention rates, and chapter achievements.

#### Services Provided by the University

- The Student Life Office will offer programming for recruitment chairs to include Conversation Skills, Recruiting on Values, Understanding 365 day recruitment, etc.
- The Student Life Office will dedicate a section of the Greek Life website to resources for parents including responses to Frequently Asked Questions by parents.
- The Student Life Office will continue to support the planning and execution of programming during Orientation week, which includes the Greek Information Session on the first day of Orientation, and hosting an event during the Orientation week promoting the fraternity and sorority experience.
- The Student Life staff will assist recruitment efforts through active advisement of the Formal Membership Recruitment process as well as other efforts by the governing councils.

### **Standard 4: Member Development**

#### Performance Standards

- Co-host at least two programs per year with a non-Greek student organization.
- Individual members will complete at least five hours of community service (active service) each semester
- 50% of chapter members will be involved in at least one other campus organization or activity such as research, serving as an admission tour guide or Teaching Assistant, etc.
- Participation in centrally planned or host 4 membership development programs or workshops a year from the categories listed below:
  1. Values Clarification
    - Individual Inter/national values programs such as Sigma Phi Epsilon's Balanced Man, Sigma Nu's L.E.A.D. (Leadership, Ethics, Achievement, Development), NPC's Something of Value Program, Sigma Alpha Epsilon's True Gentleman Program, or Beta Theta Pi's Men of Principle.
    - Ethical Decision Making
  2. Academic Success
    - Time Management
    - Stress Management
    - Study Skills
    - Academic Integrity
  3. Alcohol and Drug Education
    - Drinking and Driving
    - Confronting Problem Drinking
    - Alcohol and Its Effects
  4. Cultural/Intercultural Awareness
    - Diversity and Intercultural Education
    - Racism, Sexism, Homophobia, etc.
  5. Personal Health and Wellness

- Sexual Assault
- Body Image
- 6. Other suggestions
  - Social Justice/Current Events

### Planning Standards

- Identify an executive officer who is responsible for the personal and professional development of members. The name and contact information for this officer will be on file with the Student Life Office and the respective governing council.
- Create and share an annual membership development plan for the chapter.
- Present chapter programming goals to Student Life advisor at the beginning of each semester and provide a plan of how to achieve the goals
- Take advantage of the current programming on campus and make the information about programs occurring on campus easily accessible to members.

### Services Provided by the University

- The Student Life Office will develop a programming manual for all chapters that outlines the opportunities and resources available on campus.
- The Student Life Office will develop a Healthy Greeks slate of programs in consultation with other campus partners such as Health Services and Counseling and Psychological Services.
- The Student Life Office will develop funding opportunities to allow chapter to apply for assistance to send members to national conventions, regional conferences and leadership conferences and institutes such as NGLA, UIFL, Future's Quest, and Recruitment Boot Camp.
- The Coordinators for Greek Affairs will work with individual chapters to identify appropriate national leadership conferences and plan for the necessary funding to participate.
- The Student Life Office will develop a series of programs to be offered for graduating seniors to assist them with their job search and transition to life after graduation.
- The Student Life Office will develop a "menu" of program options to assist chapters in planning education programs.
- The Student Life Office should work with local Pittsburgh agencies to develop partnerships that will assist the fraternity and sorority community in identify agencies in which they can serve
- The Student Life Office will develop an on line data base that will allow chapters to track the progress of their programming and completed community service hours.

<b>Standard 5: Chapter Advisors</b>
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### Performance Standards

- Identify at least one chapter advisor who is affiliated with the respective inter/national organization.
- Advisors will attend at least 50% of chapter meetings each year.
- Chapter Advisors will attend for at least 50% of recruitment events hosted by the chapter.

### Planning Standards

- Develop a written plan to create a comprehensive and active chapter advisory board which may include various chapter advisors, alumni, parents, or other key constituents.

### Services Provided by the University

- The Student Life Office will publish a semesterly newsletter for all chapter advisors.
- The Student Life Office will host a semesterly meeting for chapter advisors, titled “The State of Greek Life.”
- The Student Life Office will host training and a series of meetings for advisors focused on developing advisors and providing network among them.

## **Standard 6: Faculty Advisors**

### Performance Standard

- Identify a Faculty/Staff Advisor, who is an employee of the university. The name, address, phone number and email address of the faculty advisor should be submitted to the Student Life Office.

### Planning Standard

- Articulate the role of the faculty/staff advisor related to member development and other advisors.

### Services Provided by the University

- The Student Life Office will work to engage faculty and staff about fraternity and sorority life and advocate for the role of faculty advisor.
- The Student Life Office will solicit information to create a listing of all Carnegie Mellon faculty and staff members who are affiliated.
- The Student Life Office will publish a semesterly newsletter to all chapter advisors.
- The Student Life Office will host a semesterly meeting for chapter advisors, titled “The State of Greek Life.”
- The Student Life Office will host training and a series of meetings for advisors focused on developing advisors and providing network among them.

## **Standard 7: Facility Management**

### Performance Standards

- Fulfillment of all university and City of Pittsburgh fire standards, health codes and safety standards requirements.
- Appropriate certification of the chapter cook and the provision for workers compensation of this employee (where applicable).
- Create and engage an active house corporation board to act as the financial agent for the organization.

### Service Provided by the University

- The Student Life Office will assist the fraternity and sorority community in cultivating an improved relationship and partnership with the Housing and Dining Services Office.
- The Student Life Office will work with Housing and Dining, community leaders, and governing councils to develop a process for filling current chapter facilities as they become vacant.

## Standard 8: Leadership Development

### Performance Standards

- 50% of chapter members will be involved in at least one other campus organization or activity such as research, serving as an admission tour guide or Teaching Assistant, etc.
- 40% of chapter members will hold a leadership position on campus.
- At least two members attend the annual Greek Leaders Retreat.
- Participation by at least 2 new members in the Emerging Greek Leaders program.

### Planning Standards

- Host an annual retreat in which the chapter meets to set goals for the coming year.
- The chapter president will meet with their respective advisor in the Student Life Office and share their plan for the annual chapter goal setting retreat. Upon the conclusion of the goal setting retreat the chapter president will share the goals which were identified on the retreat with their Greek Advisor in the Student Life Office.
- Host an officer transition retreat to ensure that new officers receive all of the information they need to be an effective officer.
- Chapter president will develop a chapter management plan upon transition into office.

### Services Provided by the University

- The Student Life Office will plan and financially support the annual Greek Retreat.
- The Student Life Office will work to expand the current capacity of the Greek Retreat, specifically for younger Greek members to assist in grooming young leaders to take on high leadership positions in the future.
- The Student Life Office will expand Greek Awards ceremony to a more inclusive celebration of the accomplishments of individuals and organizations.
- The Student Life Office will identify funding opportunities for Greek community members to attend programs such as UIFI, NGLA, Recruitment Boot Camp, Futures Quest, and LEADERSHAPE.
- The Student Life Office will work with individual chapters to suggest budgeting options to support members attending national conferences and leadership institutes.
- The Student Life Office will host an annual IFC, PHC, and UGC leadership transitioning retreat.
- The Student Life Office will develop a program that will allow Greek students to engage in peer advising.
- The Student Life Office will offer a workshop catered just toward chapter officers that is focused on being an effective leader and holding a leadership position.
- The Student Life Office will develop a series of “round tables” and workshops that allow various chapter officers to come together to discuss relevant topics (i.e. Recruitment Round Tables, Risk Management and Social Host Round Table, Membership Development Round Table, Transitioning Workshop, Values Based Recruitment Workshop, Responsible Leadership Workshop).
- The Student Life Office will develop a program to allow Greek community members to enhance their leadership potential.
- The Student Life Office will develop a guide for chapter members related to “Getting Things Done on Campus for Your Chapter”.

- The Student Life Office will develop a Greek Leaders Resource library – both on line and in the Student Life Office.
- The Student Life Office will develop a resource for all new Presidents called the “Fraternity/Sorority Presidents Resource Manual”.
- The Student Life Office will offer programs to faculty and staff to educate the Carnegie Mellon community about the Greek experience.

## **Standard 9: Alumni Development**

### Performance Standards

- Develop and distribute a semesterly Alumni Newsletter.
- Partner with local Pittsburgh Alumni chapter or if an Alumni chapter does not exist develop an alumni board to encourage the development of a partnership between the two bodies.
- Have at least 5% of their undergraduate membership in attendance at campus sponsored receptions for alumni (i.e. Homecoming and Carnival Fraternity and Sorority Receptions).
- Maintain an alumni database or gain access to an alumni database through the inter/national office.

### Services Provided by the University

- The Student Life Office will develop an alumni recognition program to honor alumni who have positively impacted a chapter or the community.
- The Student Life Office will partner with Alumni Relations to ensure that Greek alumni are engaged year round and not just during Homecoming and Carnival.
- The Student Life Office will work with the Alumni Relations Office to request that accomplishments of the Greek community be acknowledged in the Carnegie Mellon Today Magazine.
- The Student Life Office will publish a newsletter to Greek Alumni that will be made available at least twice per year.
- The Student Life Office will mail information to all Greek Alumni addressing “State of Greek Life”.
- The Student Life Office will add an Alumni link to the Greek Life website
- The Alumni Relations Office and the Student Life Office will host Greek Alumni receptions at both Homecoming and Carnival.
- The Student Life Office will develop a focus group for Greek Life similar to existing student advisory boards and allow for 2 members of this group to be alumni.
- The Student Life Office will assist organizations in working with alumni to ensure that the goals and campus behavior of the alumni are consistent with that of the local undergraduate chapters.
- The Student Life Office will work with the Office of University Advancement to setup philanthropic accounts in which alumni can donate through the university to their respective chapter.

## **Standard 10: Management of Risk & Social Host Responsibilities**

### Performance Standards

- Fully comply with all campus and national policies when hosting events where alcohol is present or served.
- Elect chapter Risk and Social chairs who are over the age of 21.
- Maintain at least 2 members of the chapter as trained Sexual Assault Advisors.
- Maintain a working internal standards board/honor board including an advisor specific to this board or process.

#### Planning Standard

- Development of a comprehensive crisis management plan.
- Election of individuals who are held in high regard within the organization to the positions of Risk and Social Chairs.
- Comprehensive and on going training for Risk and Social Chairs.
- Risk and Social Chair will attend a Hosting Social Events Safely program offered by the Student Life Office.

#### Services Provided by the University

- The Student Life Office will educate chapters on the AMNESTY policy.
- The Student Life Office will educate chapters at least one time a semester on local and national risk policies related to hosting social events.
- Chapters will be informed on how to host Third Party vended events.
- The Student Life Office in partnership with the governing councils will develop a list of local venues as locations for chapters to host Third Party events.

### **Standard 11: Financial Management**

#### Performance Standards

- Require at least two officer and/or advisor signatures on all financial agreements.
- Identify and select a financial advisor to assist in the management of funds and creation of fiscally responsible practices.

#### Services Provided by the University

- The Housing and Dining Services Office will allow chapters to sign over the cost of individual members housing as well, as chapters dues and fines and other financial obligations for chapter members. This process will be for chapters which are housed on university property, discussions regarding the availability of this service for non-leasing chapters are underway.
- The Student Life Office will offer a training program on budget management for all financial vice presidents/treasurers.
- The Student Life Office will identify a list of staff/faculty that could serve as informed financial advisors to the chapter.

### **Advantages for Participating Chapters**

Chapters that choose to accomplish these initiatives will have a greater understanding and realization of their core values and will be critical leaders in the community. Further, chapters that aspire to achieve these standards will benefit from the relationship they will cultivate both with the university and their respective national office.

Fraternalities and sororities that choose to participate in the Standards of Excellence will also have access to the following benefits:

1. Funding from the Division of Student Affairs for chapter programming initiatives that support the standards.
2. Funding for attendance at national conferences and national leadership institutes such as Chapter conventions, Regional Leadership Conferences, NGLA, UIFI, Future's Quest, Something of Value, etc.
3. Recognition as a Standards of Excellence organization at the annual Greek Awards reception, on the Greek Life website, and during Orientation programming. In addition the Student Life Office will celebrate the Standards of Excellence chapters each year through an acknowledgement in the Tartan and other campus publications.
4. Ability to celebrate organizational accomplishments with the Dean of Student Affairs and other university leadership.
5. Additional opportunities for celebrating the achievements of participating organizations could include letters to national organization, nominations for specialized awards, acknowledgements of accomplishments to the NIC, NPC, NPHC and NGLA.
6. The Student Life Office is also exploring with the Housing Office, the opportunity for a lease/rent reduction for organizations participating in the standards process.

## Standards at a Glance

### Standard 1: Academic Achievement

#### Performance

1. Chapter QPA at or above the all men's or all women's average respectively.
2. New Member QPA at or above the all first-year undergraduate QPA.

#### Planning

1. Scholarship/Academic Chair with written job description.
2. Written academic plan for chapter that includes a plan for new members.
3. Minimum QPA for potential members above a 2.00 in order to affiliate.
4. New members must have a QPA above a 2.50 while in their new member education period.
5. Minimum QPA in order to hold an officer position 2.50.

### Standard 2: New Member Education/Orientation Program

#### Performance

1. Chapters conduct new member programs within the guidelines of their national policies.
2. Initiation into full membership to an organization will take no longer than 12 weeks.
3. All new members will participate in new member education series.
4. At least 50% of the new member class must initiate into full membership.

#### Planning

1. New members will be fully informed of active membership expectations, financial and attendance requirements.
2. New members will be fully informed of new member education period expectations, including receiving a written outline of their new member program and initiation dates at the first meeting.
3. Written, chapter-specific new member program developed and on file with Student Life.
4. Active members will all sign a No Hazing Agreement.

### Standard 3: Recruitment of New Members

#### Performance

1. Chapters will recruit in a way that is compliant with national and governing council policies.
2. Participation in governing council and university planned recruitment events.
3. All recruitment events will be "dry" (no alcohol present).

#### Planning

1. Recruitment Chair with written job description/position description.
2. Chapters will recruit new members based on their values, including all publications related to recruitment.

#### **Standard 4: Member Development**

##### Performance

1. Chapters will co-host at least two programs with a non-Greek student organization.
2. All members will complete five hours of active community service each semester.
3. 50% of chapter members will be involved in at least one other campus organization.
4. Chapters will attend/host four member development programs over the course of the academic year.

##### Planning

1. Membership Development Chair with written job description/position.
2. Written member development plan.
3. Programming goals presented to Student Life advisor at beginning of each term.
4. Chapter takes advantage of campus programming and makes such information easily accessible to membership.

#### **Standard 5: Chapter Advisors**

##### Performance

1. Have at least one chapter advisor.
2. Chapter advisor attend 50% of chapter meetings in a semester.
3. Chapter advisor attend 50% of recruitment events.

##### Planning

1. Chapter has a written plan on how they will recruit and utilize an advisory board.

#### **Standard 6: Faculty Advisors**

##### Performance

1. Chapter has a faculty/staff advisor.

##### Planning

1. Articulate the role of the faculty/staff advisor related to member development and related to other advisors.

#### **Standard 7: Facility Management**

##### Performance

1. Pass fire codes and health inspection standards of Allegheny County and safety requirements of University Housing Office.
2. Chapters which employ cooks must carry workers compensation and have current certification.
3. Chapters have an active House Corporation Board.

#### **Standard 8: Leadership Development**

##### Performance

1. Members involved in at least one other student organization on campus.

2. 40% of members hold a leadership position on campus.
3. At least two chapter members attend the annual Greek Retreat.
4. At least two new members participate in the Emerging Greek Leaders program.

#### Planning

1. Chapter hosts an annual goal-setting retreat.
2. Chapter president shares plans for annual goal-setting retreat, and results after retreat, with Student Life advisor.
3. Chapter hosts annual officer transitioning retreat.
4. Presidents develop a chapter management plan upon entering office.

### **Standard 9: Alumni Development**

#### Performance

1. Develop and distribute a semesterly Alumni newsletter.
2. Partner with local Pittsburgh Alumni chapter.
3. Have at least 5% of their undergraduate membership in attendance at campus sponsored receptions for alumni.
4. Maintain an alumni database.

### **Standard 10: Management of Risk & Social Host Responsibilities**

#### Performance

1. Chapter in compliance with national policies for events when alcohol is present.
2. Chapter Risk and Social Chairs are over the age of 21.
3. At least two members of the chapter has completed Sexual Assault Advisor training.
4. Chapter has a working internal standards board/honor board.
5. Chapter has an advisor for the standards board/honor board.

#### Planning

1. Chapters will have a well developed crisis management plan.
2. Chapters will ensure that Risk Managers and Social Chairs are properly trained.
3. Risk Managers and Social Chairs will attend a Hosting Social Events Safely program.

### **Standard 11: Financial Management**

#### Performance

1. Chapter has at least two signatures on all financial agreements.
2. Chapter has a financial advisor to assist the management of funds.

## Development of a United Greek Council

The following recommendation was made by the Greek Life Advisory Committee concerning the lack of governance structure that exists amongst the Asian American fraternities and sororities and the National Pan-Hellenic organizations:

2. *Strengthen the current governance structure in order to establish a self-governed Greek community. To that end we recommend:*
  - d. *Requiring all fraternities and sororities affiliate and actively participate in a governing council.*
  - e. *Establishing a United Greek Council to govern our Asian American and National Pan-Hellenic Council organizations.*

### Current State

Collectively the Asian American fraternities and sororities and the National Pan-Hellenic (NPHC) organizations exist autonomously and do not share a common sense of purpose, goals for the advancement of their community and a sense of collaborative partnerships. Currently, expectations related to recruitment of members, education of members, scholarship, service to others, and the development of community are not clear. This has led to an unstable environment for the existing groups.

Since the colonization of our first Asian American fraternity, Pi Delta Psi, in December of 2001, the Asian American fraternities and sororities have existed at Carnegie Mellon University as autonomous social organizations of college men and women. The groups have struggled to find a shared opinion in the areas of recruitment, hosting social events, new member education, risk management, scholarship, and accountability. The lack of a governance structure has left the groups with a differing of opinions on how to advance the Asian American fraternity and sorority community. The organizations have found systems to communicate, to develop interfraternal relationships and work together in the absence of a governing structure. However, the groups are continually confronted with the ongoing challenge of developing their organizations and their community to its fullest potential.

Although the NPHC organizations have been in existence in the city of Pittsburgh and active at Carnegie Mellon since August of 1937, the Student Life Office first began to recognize and actively engage the National Pan-Hellenic organizations in August of 2004. These organizations have been a vital part of the Carnegie Mellon community and have been a significant asset to the community. The development of a partnership with the Student Life Office in 2004 has proven to advance the mission of the organizations, as well as the greater fraternity and sorority community. However, the National Pan-Hellenic groups have not been

connected to the Asian American groups, the Panhellenic Association groups, and the Interfraternity Council groups. This has resulted in a sense of dissonance between the organizations and a lack of understanding and appreciation for NPHC organizations.

### **Development of the United Greek Council**

A United Greek Council will be developed to assist the collegiate members and chapters to cooperate with one another, the university, and to foster interfraternal relationships.

The United Greek Council will support its member organizations by promoting values, education, scholarship, brotherhood and sisterhood, cultural awareness, service to others, and cooperation of member groups.

Each member group will be equally represented by a Delegate and one Alternate Delegate. The Delegate will act as the liaison between his/her fraternity/sorority and the United Greek Council. The United Greek Council will be a body that has the ability to govern its own internal operations and it will formulate policies on matters of mutual interest and concern. Through discussions and actions of member groups the United Greek Council will further the development of individual members and chapters and contribute to a stronger more united fraternal community.

### **Timeline for the Development of the United Greek Council**

Summer 2007 – Reach out to member groups and make them aware of the development of the United Greek Council

August 2007 – Invite all member groups to a meeting to discuss a plan for the development of the United Greek Council

October 2007 – Draft a Constitution and Bylaws for the United Greek Council

November 2007 – Finalize the Constitution and Bylaws for the United Greek Council

December 2007 - All member groups will meet to vote and approve the Constitution and Bylaws of the United Greek Council

January 2008 – United Greek Council will begin meeting and acting as a fraternal governing council at Carnegie Mellon University

## Effectiveness of the Interfraternity Council

The following recommendation was made by the Greek Life Advisory Committee concerning the Interfraternity Council (IFC):

2. *Strengthen the current governance structure in order to establish a self-governed Greek community. To that end we recommend:*
  - c. *Auditing the organizational effectiveness of the Interfraternity Council, which would include participation of the North American Interfraternity Conference, input from national organizations, our campus fraternity and sorority community members and representatives from the University.*

### Current State

The Interfraternity Council has struggled as a governing body over the past several years. A history of ineffective leadership has led to apathy amongst the executive officers as well as the general body and the member organizations. Decreased and sporadic attendance at meetings has led to ineffective communication and a lack of tangible results from the IFC.

This apathy has resulted in the existence of a fraternity community without accountability, member development, academic excellence, new member education, service/philanthropy, sound house management or cohesiveness amongst the member groups. As a result, the men's fraternity community has struggled with basic governance tasks.

Over the past year, IFC has experienced marginal success due to the work of the recent executive boards. While IFC has begun to address some areas there are still many areas for improvement if the organization and the community are to move forward. Specific successes and areas for improvement are listed below:

#### Areas of success

- IFC has revised its Bylaws and Constitution to require two representatives at each IFC meeting, with one representative being an executive board member.
- Increased attendance at meetings along with consistent representation has led to more productive meetings.
- IFC has created a judicial board to review allegations of misconduct concerning violations of IFC policies.
- IFC restructured its executive board to create a Community Standards position that facilitates the judicial board.
- IFC has continued to develop relationships with university administrators outside of the Student Life Office.
- Chapter reports at weekly meetings have fostered discussion amongst the men's groups.

- IFC met with the Panhellenic Council several times to improve the relationship between governing boards.
- IFC Collected information to create a third party vendor list so organizations can have events outside of the chapter facility.
- IFC has planned to sponsor numerous recruitment activities during the first week of classes in the fall of 2007.

#### Areas of concern

- **Leadership**
  - Executive board does not transition well from one term to the next
  - Constitution and Bylaws are not followed
  - Committee structure is lacking
  - Meetings do not have agendas and meeting minutes are not distributed widely
  - No minimum requirements for executive board officers
- **Community Development**
  - Member Development does not take place on the community level
  - Not sponsoring large scale programming for the community without alcohol
  - New member education is sporadic and poorly executed
  - Need for educational opportunities that will improve chapter leadership skills
  - Not current on trends happening with Fraternal Life on a national level
  - No large scale community service or philanthropy projects for the men's community
- **Accountability**
  - Chapters unwilling to hold each other accountable
  - Policy enforcement is lacking
- **Fiscal Responsibility**
  - No long term budget planning
  - Budgets are not shared with general body
  - Financial sponsorship of programs done on a weekly basis
- **Risk Management**
  - IFC risk management policy is inconsistent with national policies.
  - Enforcement is difficult due to current patrolling structure.
  - No large scale community education on policies and how to run BYOB events.
- **Recruitment**
  - Limited perspective of recruitment (i.e. three week period at the beginning of each semester.)
  - Many chapters still use alcohol to recruit members
  - Recruitment seen as a competition and "dirty rushing" is tolerated
- **Community Relations**
  - Faculty/staff are not engaged in a positive manner
  - Communication/collaboration with Panhellenic is limited
  - IFC does not collaborate with non-Greek organizations

- No positive public relations for the men's community
- No web presence with information and resources for the community
- Use of inappropriate pictures or slogans on recruitment posters, party themes, websites, etc. is tolerated

## Audit

In an effort to assist IFC and the community in moving forward we intend to invite representatives of the North-American Interfraternity Conference as well as select national offices to campus for an organizational audit of IFC. This audit will consider the overall operation of IFC and make recommendations for improvements.

The audit report should identify current strengths and areas that need improvement. Once the audit is complete, the IFC executive board along with their advisor from Student Life will use the audit report to develop specific action items. These action items will become the strategic plan for the Interfraternity Council in the coming years and will be transitioned to each successive executive board.

A committee will be formed to plan and oversee the audit. The audit committee will be composed of the President of IFC, the IFC advisor, two chapter presidents, and one representative from the Panhellenic Council.

## Timeline

Summer 2007-Contact the NIC and inquire about the possibility of a campus visit

August 2007-Schedule dates of campus visit and notify all national offices

September 2007-Create schedule of meetings and reserve rooms

October 2007-Notify all stakeholders of visit dates and revise schedule as needed

November 2007-Campus visit takes place

December 2007-Visit report compiled and shared with the IFC

January 2008-Report review and development of action items

February 2008-Outgoing IFC executive board transitions report and action items to incoming IFC executive board

March 2008-Visit report, action items, and implementation plan are shared with the community