FRATERNITY & SORORITY COMMUNITY ANALYSIS

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INTRODUCTION

For over 100 years, the University of Florida has supported fraternities and sororities as being an integral part of campus life and the educational experience. ‘Greeks’ are central, and perhaps essential, to the traditions, activities, and service learning experiences known on the campus and in the Gainesville community. During our March 11-14 visit, we were extremely impressed with the cooperative nature of all participants and the obvious potential for an outstanding Greek community. We thank the number of individuals who took time out to assist us in this process, especially the hosting provided by fraternity and sorority life (FSL) staff.

An immediate observation was the presence of qualified staff, committed students, and a plethora of resources available to those seeking a better FSL program. While there were some obvious areas in need for improvement, access to solutions seemed well within reach and known to the current staff. Many resources exist within the Greek world to help each campus enhance its fraternity and sorority (F/S) community. Some exist at other institutions, while others are programmatic experiences developed by campus professionals, inter/national headquarters, and other Greek-related organizations. These resources include the North-American Interfraternity Conference’s (NIC) Undergraduate Interfraternity Institute (UIFI), The National Black Greek Leadership Conference, Sigma Phi Epsilon’s Balanced Man program, the NIC Standards, substance-free housing initiatives, the University of Maryland Plan, the Emory University Phoenix Plan, and other University-developed standards, statements and membership education programs. We hope that the University of Florida will look to these resources as a way to support the recommendations that have been provided by the consultant team. In many cases we will suggest these kinds of programs as strategies to address specific observations and issues.

TERMS & DEFINITIONS

To allow for consistent understanding, throughout the report we will explain and abbreviate common terms to allow for easier consumption by the reader. We feel these terms/concepts deserve extra attention at the beginning of this document to help frame the report. It should be noted that the terms we use may not be the exact terms used on the campus.

Community vs. System
An important concept that will be repeated often is the idea of ‘Greek or F/S community’ as opposed to ‘Greek or F/S system.’ The difference is that a Greek community is the ideal, and Greek systems are the norm. A system describes the existence of fraternities and sororities but in no way qualifies the relationships between those groups. A community suggests interdependence.

Multicultural Greek Council (MGC)
The Multicultural Greek Council is the local council for fraternities and sororities that do not fit the traditional membership patterns of the NPHC, NIC, and NPC. Some MGC organizations have membership at the inter/national level in the National Association of Latino Fraternal Organizations (NALFO), http://www.nalfo.org. Many MGCs however, have non-Latino/a member groups. Member organizations range from having a multicultural focus to being specific to a variety of student populations (i.e. Native American, Gay/Lesbian/Bisexual/Transgendered). At the local level, the group is independent and is not generally accountable to an inter/national umbrella organization.
Pan-Hellenic Council (PHC)
The Pan-Hellenic Council is the local council for historically Black fraternities and sororities recognized by the National Pan-Hellenic Council, Inc. (NPHC). At the local level, the inter/national organization does not completely dictate how the council should be run, however there are expectations based on unanimous agreements between member organizations at the inter/national level. While the PHC constitution must in fact be the constitution of the inter/national organization, the bylaws may cater to the campus culture. Furthermore, members of fraternities and sororities not recognized by the NPHC can be members and potentially can serve as officers. More information can be accessed at the NPHC website, http://www.nphchq.org

Interfraternity Council (IFC)
The Interfraternity Council is the local council for mainly historically White fraternities recognized by the North-American Interfraternity Conference (NIC). While the majority of member organizations are historically White, some are historically Latino, Jewish, Black, etc. At the local level, the inter/national organization does not dictate how the council should be run. As such, members of fraternities not recognized by the NIC can be members and serve as officers. More information can be accessed at the NIC website, http://www.nicindy.org

Panhellenic Council (PC)
The Panhellenic Council is the local council for historically White sororities recognized by the National Panhellenic Conference (NPC). At the local level, the inter/national organization dictates how the council should be run using a set of unanimous agreements. As such, members of sororities not recognized by the NPC can have a limited presence in the local council, cannot vote on recruitment issues related to PC, and may not serve as officers. More information can be accessed at the NPC website, http://wwwnpcwomen.org

SUMMARY STATEMENT

Based on our visit and subsequent research, we found that the University of Florida fraternity and sorority system is clearly not meeting its potential. This was consistent with the rationale for our visit suggested by current administrators. If the University aspires to be a top ten institution, the community must also be a top ten program. Fraternities and sororities represent a highly visible and passionate segment of the student community whose influence exceeds its numbers and the campus borders.

By inviting consultants to campus, the University administration demonstrated its commitment to improving the current F/S system. The consultants were given free reign to look at all aspects of the campus and its relation to fraternities and sororities. It was also clear that the value of F/S to the campus community was appreciated by most people, especially the leadership they provide, sense of community they create, and the tie to the University that fraternities and sororities engender. But it was also painfully evident that limited staffing and continuity has hindered the ability of the Division of Student Affairs to maximize this opportunity for the benefit of the University.

A true Greek community offers the University of Florida an opportunity to truly develop the "whole student," teaching leadership skills, values and ethics, an appreciation for diversity, and management skills. In addition, the Center for Advanced Social Research at the University of Missouri-Columbia found in a national study that fraternity or sorority membership increased retention by 28%. This study
also found that Greeks gave more money to their alma mater than other graduates and have a stronger commitment to their University and a greater sense of belonging, both important to the University of Florida in its fundraising efforts. But rather than leave all of this to chance, it is incumbent upon the institution to strengthen the relationship (and the concurrent benefits) by providing necessary resources to maximize the outcomes. Lastly, nearly all stakeholders of the Fraternity and Sorority Community understand that the system was not meeting its potential and that they wanted the situation improved, even to the point of conceding turn. This is important since all improvements will have to occur with some buy-in, at some level, and in order to be successful.

The following recommendations have been developed based on limited research into the institution prior to our visit, comparisons to other major universities with similar fraternity/sorority (F/S) systems and communities, interviews and materials received onsite, and ultimately based on interpretations as professionals with 30 or more years of combined experience in the area of F/S advising. While observations and recommendations were arranged by theme, many concepts could be placed in multiple sections. It would behoove the reader to consider each section as a concentration and not the full story. Each area overlaps to tell a larger story.

HIGHLIGHTED RECOMMENDATIONS

1. Creation of an advisory group to guide staff working with F/S
2. Increase in staffing that work directly with F/S
3. Development of appropriate accountability measures
4. Bolster communication and partnerships with parents of current and future F/S members
5. Increase and development of public relations
6. Expansion of undergraduate leadership programs
7. Development of recognition strategies focused on encouraging positive behavior
8. Bolster communication and partnerships with alumni/ae and advisors of F/S members
9. Clarification and reinforcement of relationship between F/S and the University
10. Relocation of FSL staff/program to Housing & Residence Education to address facility issues
11. Revision and clarification of expansion guidelines for F/S
12. Development of risk management programs and philosophy
13. Increase interaction between four councils, respective chapters, and members
14. Study effects of first term F/S membership on academics
15. Assign responsibility of determining Homecoming pairings to a neutral party

The listed recommendations are outlined below with supporting observations and references to best practices. Please note that the recommendations are the result of professional opinions about the information collected and interpreted over six weeks. Our opinions are highly subjective, and should be read as such.

ADVISORY GROUP

Observations: One of the staples of a progressive F/S program is to have a ‘feedback loop’ that helps to provide direction and a voice for other stakeholders. These stakeholders include parents, advisors, alumni, community members, faculty, and non-affiliated students. Currently, these people do not currently have a formal voice and as such cannot contribute to the development of a stronger F/S program. Such a group can also provide the benefit of multiple perspectives, enabling FSL staff to develop programs, guidelines, standards, and an overall philosophy that is robust to even the most severe scrutiny. An advisory group would be helpful in interpreting this document and creating a plan
of action that will ensure that these recommendations are carried out. This responsibility cannot fall solely on the shoulders of the FSL staff and administration. To be successful, changing the culture will take dialogue, negotiation, and compromise of all stakeholders. Such an advisory group will go a long way to success of the F/S Community.

Given all of the above we recommend the following:

**Recommendation #1:** A mechanism needs to be created to provide strategic guidance for the F/S program and to help carry out these recommendations. Therefore we recommend the appointment of an advisory group to implement recommendations. The group should include internal and external stakeholders; council presidents, parents of current F/S members, independent students, chapter advisors, faculty advisors, independent faculty, administration, housing corporation representatives, Gainesville community members (police, etc.), alumni, and FSL staff as ex-officio members. A suggestion would be that the four council presidents and FSL staff screen and appoint advisory group members.

**Summary of Recommendations:** A mechanism does not currently exist that provides strategic guidance for the F/S program. We therefore recommend the following:

1. Appoint an advisory group to implement recommendations
2. Group should include internal and external stakeholders

**STAFFING**

**Observations:** At the time of consultation, the Division of Student Affairs had only two full-time professionals and one graduate student working with fraternities and sororities. This equates to 100 hours per week committed to supporting 56 primary organizations and 4 councils, or less than two hours available to each chapter in a given week. This is simply not sufficient to be able to effectively maximize the Greek experience for the students involved, as well as for the University. Peer institutions (i.e. University of Texas, Pennsylvania State University, North Carolina State University, University of Georgia, Florida State University) have similar or larger size Greek communities and employ at least three full time staff members, as well as a regiment of graduate and student staff. There is clearly a correlation between attention given to chapters and their ultimate success.

There were also clear indications that large campus programs were taking away from more crucial roles of the current staff. The example was that of Dance Marathon, a philanthropy event that has a tendency to consume staff at many institutions because of the complexity associated with the program. The concern with Dance Marathon rests not with the value of the event, but rather with the question of mission. It is clearly a benefit to society and a positive outlet for some members of fraternities and sororities. But is assisting the Dance Marathon program a priority for the FSL staff, and if so how will that priority be supported through available resources? Furthermore, what activities will the F/S staff not do in order to support the program?

Some attention should also be given to the graduate assistant (GA) position with in FSL. While their role can be limited to that of a glorified student worker, there is an opportunity to train them as truly professional contributors. Their potential is tied to the caliber of GA recruited, the training they receive, the tools they are given, the credibility that is enabled, as well as the graduate program they
are in. In short, set them up to be professionals and they will act as professionals. It appears that the current GA is in this category, and/or that the FSL staff is prepared to develop GAs along these lines. Given all of the above we recommend the following:

**Recommendation #1:** The University should hire an additional 80 hours worth of personnel to work with various aspects of fraternities and sororities. This could be fulfilled by hiring one professional staff member and two graduate assistants. If Dance Marathon is deemed a central part of the FSL program and retained, then an additional graduate assistant may be warranted. If not, it should be removed from the range of responsibilities for FSL staff. Furthermore, the staff should be given the ability to rearrange their schedules to accommodate the late night and weekend needs of F/S students and related events.

Overall, the larger staff would enable FSL to better support PHC and MGC groups, as well as provide more direct attention to individual chapters and their respective facilities. As developing councils with variable local, regional, and national support, it is important that PHC and MGC get at least as much attention from the FSL staff as PC and IFC. While on paper their membership may not justify this commitment, their impact on the campus is as extensive as the other two councils because of the unofficial responsibility to create a supportive environment for students of color.

**Recommendation #2:** While staffing can be looked as having enough people to manage a program, the other is the recruitment and retention of seasoned staff. The University of Florida, like many institutions has witnessed significant turnover in staff due to the entry-level nature of the positions. Recruiting and retaining seasoned staff is critical if the FSL program is to improve. Management of the F/S community is a complicated enterprise requiring knowledge and skills beyond entry-level student affairs. In order for staff to be recruited and retained, there must be sufficient financial and professional incentive for these individuals to stay within their positions for the long term. This will necessitate a mid to senior-level title/salary and matching authority with adequate direct-reports, budget, and access to the administration.

Changing the culture takes time, and must be measured one graduating class at a time. Therefore, the University must make a significant commitment at the Director level. This will ensure continuity. Assistant Director positions can be considered entry level, but the Director position cannot. Given the size and complexity of the Greek community, the Director needs to be given enough compensation and professional development funding so that they can stay a minimum of five years in the position. Funding should be available to allow for the Director to attend not only the Association of Fraternity Advisors annual meeting, but also either the College Student Educators International (ACPA) or Student Affairs Administrators in Higher Education (NASPA) conferences. All full time staff should be encouraged or supported to attend the Interfraternity Institute (IFI) once during their tenure, unless they have already attended while working at another institution.

**Recommendation #3:** Graduate Assistants should be recruited from other institutions and ideally should be enrolled in the University’s student affairs or higher education administration program. Efforts should be made to recruit GAs that have been out of school for more than one year. It is too difficult to make the transition from student to advisor without some life experience. It is even more difficult to be from the same University and serve in that capacity.
Summary of Recommendations: The current FSL staff is inadequate to address the needs and development of the F/S community. High quality, experienced and engaged staff is the key determinant of successful Greek communities. We therefore recommend the following:

1. Addition of 1 full time professional and at least 2 graduate assistants
2. Increase Director’s salary (enough to stay 5 years min.)
3. Provide professional development funds for Director to attend two major conferences and the regional conference (AFA & NASPA/ACPA)
4. All full time staff should attend IFI
5. Dance Marathon out of FSL unless dedicated GA hired
6. All staff should be allowed to adjust schedules to accommodate for erratic work

ACCOUNTABILITY

Observations: The current judicial system as it pertains to members and chapters does not provide the level of accountability needed for a system this size and complex. Individual violations are currently seen as unassociated with their fraternities and sororities and are generally not communicated with the FSL staff. This results in the FSL staff having little knowledge where violations are occurring, and allows for no educational intervention. Part of the problem has to do with the complex and random nature of fraternities and sororities, in that it sometimes takes different pieces of information to put together the big picture. Not having judicial information puts FSL staff at a disadvantage, and unable to catch small problems before they become larger ones. This is particularly important when dealing with hazing and sexual assault allegations.

Chapter violations are also not communicated to the larger community (i.e. chapters, members, advisors, parents, etc.), which lends to a feeling of little accountability. Chapters have less incentive to change their behavior because the likelihood of others knowing is minimal. There is some evidence of a misunderstanding regarding chapter information. On more than one occasion, it appeared that people thought such information was private. However it should be noted that there is no law prohibiting the disclosure of group data and violations (unlike individual matters). FSL staff has the legal authority to publish chapter information to the masses. This strategy is effective and necessary to allow prospective members and other stakeholders (parents, faculty, etc.) an opportunity to make an educated decision about the value of fraternities and sororities. Furthermore, this information provides internal validation and motivation for chapters to change. Chapters that do well academically should be commended, for otherwise their accomplishments may lose value. The same should be noted for facility information. Part of the reason some facilities are in disrepair is likely that parents are not aware, nor are potential members, of the true condition of facilities. Making chapter information available to the public provides a useful set of checks and balances.

There also was no evidence that chapters held each other to any significant standards. While accountability to the University and inter/national leadership can be a powerful motivator for success, peer-driven accountability can be equally effective. While the administration and inter/national may be considered the ‘they,’ it is something different to be held to standards that your brothers and sisters have created. In discussing this with the council and chapter presidents, there was a sense that they knew they could do better.

One of the typical responses from F/S members when negative behavior is addressed is that they do so much good for the community. Unfortunately, this is hard to prove on many campuses including...
the University of Florida. While there seems to be a significant amount of service, philanthropy, and involvement on the part of F/S members, we did not detect any sources of data. This would be helpful in mounting a public relations program and/or justifying additional resources in the future. Students need to understand how valuable this information can be to their image and identity. Given all of the above we recommend the following:

**Recommendation #1:** Judicial staff needs to revise its philosophy concerning individual and chapter violations, and the documentation of F/S-related violations should be disseminated to FSL staff. A system that allows for FSL staff to be copied should be established, and reports should be provided without prejudice. While understandably every incident where a fraternity or sorority member is implicated cannot be made aware to FSL staff directly by police, it should be feasible for such documentation to be forwarded by judicial staff to FSL staff.

**Recommendation #2:** FSL staff should compile and publish chapter academic, housing, judicial, service/philanthropy, health/safety, and involvement data for the masses (i.e. being available on the web, printed in marketing materials, and sent to chapter headquarters, etc.) to as wise an audience as possible.

**Recommendation #3:** A hazing hotline should be established, allowing for anonymous reports to be received.

**Summary of Recommendations:** There currently exists a significant gap between stated policies (i.e. University, Greek council, national) and behavior. Holding chapters and individuals accountable for agreed upon policies is key to their development. We therefore recommend the following:

1. Judicial staff should provide FSL with chapter member and group violations
2. Disseminate group violations to the masses
3. Establish a hazing hotline for the anonymous reporting
4. Provide FSL information on alleged sexual assault trends involving fraternities and sororities
5. Kitchen inspections need to be communicated with FSL, then publicized
6. Health inspections for property necessary
7. Publicize fire code violations/status
8. FSL needs to collects service hours, philanthropy hours, involvement and publicized heavily

**PARENTS**

**Observations:** Parents have a tremendous amount of influence in the lives of students that join fraternities and sororities. They are often consulted prior to joining, assist with expenses related to membership, and can participate in the lives of members beyond that of their own children. It is clear that the involvement on the part of parents is inconsistent from chapter to chapter, and that any involvement is largely restricted to the chapter level.

Parents can be partners to FSL. They have resources available to them that are sometimes out of reach, and can exert different kinds of pressure that a staff member often cannot. Their perspective is biological and intimate, an approach that will sometimes achieve goals that otherwise seem beyond possibility. Their education may be different pertaining to F/S, but that diversity can provide answers to issues that may not be obvious to FSL staff. This can extend beyond their students, in that they can provide great reference information (both positive and negative) for chapters on the campus. If a
parent of a new student contacts FSL, it is not appropriate for a staff member to give any more information that what is factual. However, parents of current members can.

Educating parents is of great importance. FSL staff cannot expect to develop partnerships without having direct dialogue with parents. Expecting students to pave the way is futile and inefficient. Parents represent an important constituency that must be seated at the table alongside advisors, alumni, headquarters, etc. Parents need the right information in the same breath that we provide information to their students. This data must also speak to parents in a different way than how we communicate with students. Parents are less concerned about the ‘fluff’ and more concerned with hard facts about grades, health issues, housing, sexual assault, discipline, cost, graduation/retention, and hazing. They want to know how a fraternity or sorority is going to impact their student’s lives. If the FSL staff provides that information on the front end, they will have ownership in the process and will be more likely to partner further. They need to be informed and aware. Information should not be withheld as a means to ‘protect’ chapters.

Parents can be a powerful feedback loop. Part of the education of parents must include that of policies and procedures that guide F/S at the University or headquarters level. Being ‘Greek’ is different in 2005 than it might have been in their day. FSL staff must understand the spectrum of knowledge that parents will possess, and as such must be very intentional with the information that is shared. FSL staff must approach the creation of manuals, brochures, etc. as if the parents know nothing at all about college life or F/S. Parents can be a tremendous source for information about incidents and violations. But they cannot identify issues if they don’t know the rules.

Given all of the above we recommend the following:

**Recommendation #1:** FSL staff must provide specific data to parents using a variety of mediums. This should take place before, during, and after initiation. Mediums can and should include letters sent to parents the summer before their student’s first term, handbooks and brochures outlining the ‘Greek experience,’ opportunities to join listserves, and events and meetings formulated for their needs. Parents must be informed so that they can make educated decisions. Information should be objective and not subjective. Any information provided in print should be reflected on the FSL website, and possible to download. A specific ‘parents’ section should be created online so that parents can continually be aware and communicate with each other.

**Recommendation #2:** Parents must be informed about policies and procedures that guide F/S at the University or headquarters level. Once information is disseminated, it will then be possible to partner with parents in terms of accountability measures. A clear procedure must be established that allows parents to communicate with FSL staff. Contact information, a hotline, and listserves must all be made available so that parents know who to contact and for what reasons. They can be a powerful ally, providing red flags and details about incidents affecting students. This information is vital to addressing hazing, alcohol, and sexual assault as it relates to the chapters.

**Recommendation #3:** Parents need to be a staple constituent for any policy changes regarding F/S at the University of Florida. They have a personal and financial stake in the success of their student. To not have their voice in determining FSL philosophy would be a mistake. At least one parent should serve in the proposed advisory group, as well as in search committees for FSL staff, on committees looking at development within the Greek community.
Summary of Recommendations: Communication with parents is currently sporadic and reactionary in nature. Parents represent a vital constituency in the F/S community. We therefore recommend the following:

1. Provide a means of communication for parents (i.e. newsletter, listserv, etc.) that provides them with the necessary information (grades, membership, housing, health/safety, discipline, cost) to make educated decisions
2. Encourage parents to report information (hazing, alcohol, sexual assault, etc.)
3. Recruit a parent to serve on advisory board

PUBLIC RELATIONS

Observations: One of the challenges with public relations is the relationship with the Independent Alligator. While the newspaper is associated with the University of Florida, it has no formal relationship with the institution. This provides a different set of challenges to chapters if they want to address publicity, both positive and negative. According to the students, a boycott was launched by fraternities and sororities to counter bad press. By their own admission, the strategy has been largely unsuccessful. The leadership of the fraternities and sororities recognize that this relationship needs to improve, and that they need help to make things better. We did not detect any unwillingness on the part of the students to work towards this goal. Furthermore, it is important to consider that the perceived relationship may be just that, a perception. We have reviewed the newspaper and at first glance the large majority of articles are positive. In fact, the section on F/S provides more useful information than the University website. It’s conceivable that there is a disproportionate amount of attention given to the negative and less to the positive. Ultimately, the only way to reduce negative press is to improve the fraternities and sororities on campus. If all chapters did what they were supposed to do 100% of the time, there would only be good things to report in the media.

Along the lines of putting out information, it is important to assess the FSL program each year. You have to know where you’ve been to know where you need to go. Very few people within the University community have a good understanding of the F/S system history, least of which is the students. The easiest way to get organizations to care about what they do is to let others know what they do. A document available to anybody and everybody provides an added incentive to do better. The format used varies from campus to campus, resembling a newsletter at times. This kind of document is a popular component of a user-friendly website that provides basic and advanced information to those that use it.

The University’s website for fraternities and sororities is largely inadequate, as are the kinds of publications that were observed. You cannot easily find the website even with the most popular web searches, and when you do find it is disappointing. The website is not what you would expect from a major institution. It has the makings of a great website with some staple things included (Greek 411 newsletter, forms, contact information, etc.), but can be more extensive. Though content is the most important aspect, ease of use and aesthetics are close. The website is the number one marketing tool for fraternities and sororities, and should be treated as such. A sharp web presence improves the image of the F/S program, while at the same contributing to the overall operation. Like most technological applications, they are tools to help people do more. A thorough website can reduce the number of basic questions posed to FSL staff, allowing for more time to be spent with individuals dealing with more substantive issues than the number of people who joined a particular fraternity or sorority the previous year.
Printed publications must be available to students and constituents. Brochures, books, CDs, and other marketing tools are lacking, inconsistent, and obsolete. While having all of these things does not happen overnight, the presence of some documents suggests that a cycle of production can be created. There are also several strategies that can address the cost factor. The use of advertising in larger publications can offset most if not all production costs. Careful attention should be given to the philosophy behind publications of all kinds. Consistency and equality is the key. Publications (electronic and paper) must put chapters and councils on the same level. An example is that it is inappropriate to establish a ‘Fraternity Guidebook’ that only includes IFC fraternities. Furthermore, anything that is labeled ‘Greek’ and is intended to be a complete representation should reflect all groups in a similar manner. If a ‘Greek Guide’ is created, it would not be acceptable for PC and IFC chapters to have full pages and in the front, while MGC and PHC chapters have half pages and are hidden in the back.

It did not appear that the fraternities and sororities had a thorough understanding of the resources a University can provide in terms of public relations. While there was little evidence in either direction, we question the extent to which F/S market their events and activities to non-members. Of course, there are some significant differences between chapters based on their culture, but each chapter takes cues from the next. While PHC and MGC chapters may promote their events and activities within certain circles, they do so by understanding that their fundraisers cannot succeed without public and community participation. PC and IFC chapters on the other hand, may depend more on the PC/IFC community to support their events and fundraisers. In essence, they’re just exchanging funds. A benefit of a true Greek community is the un-learning and learning that helps chapters change their approach to programming. PHC/MGC groups can partner with IFC/PC groups to develop programming that is larger in scope and reach.

The FSL staff is currently short-handed and as a result cannot spend the time it takes with each chapter to fully develop programs. Meetings with chapter representatives should be an available service, so that the quality of such programs improves. More thought-out programs will likely produce better results, the highlights of which can be conveyed to media outlets in Gainesville and beyond. While this may be a staffing issue, FSL staff members should be adept at public relations and program planning. This will ensure that positive press can result. There are also ways to improve in this area using technology. While there was a link for a calendar of events, the file could not be found. An automated software program based on the website would help promote F/S events and activities.

Given all of the above we recommend the following:

**Recommendation #1:** A ‘Greek Report’ should be created each year for mass consumption. This report should be candid and a shared document with input from all of the important constituents and should include GPA, service hours, philanthropy, leadership and chapter discipline. The creation of this document can be a function of the advisory group, and should be disseminated widely through the University web page. Specifically, it should be provided in a PDF format so that it cannot be altered and misrepresented.

**Recommendation #2:** In an effort to make the website stand out, we recommend that a sub-domain be established off of the University server (http://greeks.ufl.edu) or that a separate domain be purchased (floridagreeks.org). The site should be designed in an attractive yet informative manner. The content should mimic that of other top FSL programs. The site must be kept up to date.
Recommendation #3: A liaison to the office of News & Public Affairs should be established or identified to work with fraternities and sororities through FSL staff. Once achieved, programs need to be offered that educate chapter and council designees on how to effectively promote events and activities through media relations. A guide specific to F/S should exist that outlines this process.

Recommendation #4: FSL staff should engage in a dialogue with the Alligator staff. They need to identify ways how the relationship between F/S and the ‘paper’ can be improved. Certain actions on the part of the F/S system are vital to this even being possible. First, the boycott needs to be lifted if a dialogue is to occur. Second, FSL staff should provide accurate and complete information to the Alligator, as the source of F/S information should be direct and not indirect. Lastly, the Alligator should be commended for the positive aspects of their publication as they relate to the F/S system.

Recommendation #5: Print materials should be produced in a professional manner, designed by established graphic artists and using a consistent FSL theme. All publications should be created to reflect a Greek community, or independent councils if labeled as such. It is important that there be a common thread, identifying FSL staff and council leadership. A well thought-out marketing plan should guide the production of materials, establishing a healthy mix of timeless and current publications. Materials should be available for all identified constituents (parents, faculty, etc.). All printed materials should also be available in a PDF format on the FSL website.

Recommendation #6: A calendar should be created that allows for chapter and council leader editing and public viewing. FSL staff can maintain the calendar, but it should be automated. Examples of such calendars exist on websites for other FSL programs.

Summary of Recommendations: The constituents indicate that there is a significant deficit of positive information about the F/S community. The positive aspects of F/S need to be conveyed in order to offer a balanced view, while at the same time reinforcing positive behavior. We therefore recommend the following:

1. Produce a Greek report, and disseminate widely at least once each term
2. Provide support for comprehensive and attractive website
3. Solicit support for chapters that want to publicize positive aspects of FSL
4. Develop relationship with student newspaper
5. Improve professional marketing of F/S (brochures, etc.)
6. Establish comprehensive online calendar for F/S events and activities

UNDERGRADUATE LEADERSHIP

Observations: The involvement of F/S members in leadership training appeared to be limited to some traditional conferences and campus programs. Attention to the specific needs of individual chapters or roles did not seem to exist, likely due to the limitations of current staff. However, the retreat that takes place each year for all groups seems to have a strong following from all councils. While the specifics of the retreat were not thoroughly explored, the students spoke highly of the interaction they had with members from different councils. Though there was a $100 cost to attend the retreat, the FSL staff assisted groups with financial restraints.
According to several individuals, attendance by IFC at the Southeastern Interfraternity Conference (SEIFC) has been continuous yet unfulfilling. It should be noted that SEIFC is a regional Greek conference for men only, catering specifically to members of historically White fraternities. The council applies for and wins awards, but doesn’t seem to get a lot out of the conference. Their attendance is more for social reasons, and delegates allegedly spend more time in the city of Atlanta than in educational programs. One rationale is that the men do not believe they can learn anything from their peers at the conference, not even the presenters. Obviously a problem exists, and perhaps a solution does as well.

If SEIFC is truly not meeting the needs of the members, other conferences exist around the country. Perhaps the problem is with the council or the delegates, and not the conference. Maybe some attention should be given to who should be going rather than who has gone in the past. Some councils have gone to a process where they establish scholarships for anyone in an IFC chapter. The advisor and executive board decide who goes based on a desire to improve the F/S program, not tradition. On yet other campuses, each council sponsors scholarships that are distributed by a committee made up of council presidents and advisors. We suspect that while SEIFC has improved over the years, perhaps a change of scenery may be helpful to change the culture of delegations. SEIFC is also at a disadvantage in that it does not allow for the institution to send a full delegation of students from all councils. Delegate contracts are also helpful in curbing behavior, with strict penalties established in partnership with each council executive board.

The participation of PC in the Southeastern Panhellenic Conference (SEPC) mirrors the scenario described with IFC and SEIFC with some notable exceptions. The PC women also seem to see the trip as a social adventure with little appreciation for the educational value of attending programs. The quality of the SEPC conference is generally quite good, but may go unnoticed also due to the ease in which PC has won awards in the past. There seems to be a blinding sense of quality that takes away from the learning that can take place. The same strategies suggested for IFC can be made for PC.

From all indications, the attendance of PHC in conferences has been limited to regional NPHC conferences and some sporadic attendance at SEIFC/SEPC (though this could not be confirmed). Due to the lack of programming at regional conferences, the National Black Greek Leadership Conference (NBGLC) was established. Many top programs send delegations to NBGLC in the same way they send delegates to regional conferences. It is not known if MGC organizations have attended any conferences beyond that of their own organizations’. While there are several small MGC conferences, none have established themselves as a must-attend experience.

While it is common for some F/S programs to send delegations to conferences specific to the council, it is becoming increasingly common for delegations to be combined and sent to one or two conferences. Meaning, representatives from all of the campuses’ councils are sent to a conference together with the idea of reinforcing Greek unity amongst the attendees. Unfortunately, there is no single conference that truly serves all types of members.

Some experiences come close to serving the needs of a mixed delegation or ‘any Greek.’ The closest to our knowledge is that of the Undergraduate Interfraternity Institute (UIFI). This four-day institute provides leadership development that is specific to the individual. The cost to send one delegate ranges from $400-$500. Though attendees are grouped, each of them undergoes their own personal development process. Sponsored by the NIC, coordinators intentionally separate students from the
same school. The curriculum is designed to bring individuals closer to the values of their own fraternity or sorority by reinforcing the founding values and the ideal of what Greek life can be.

The more progressive FSL programs seem to send more students to UIFI as a way of bringing back that energy to the campus. The other approach is to conduct a UIFI just for the campus. This is called IMPACT and is also a four-day experience. Because the campus version requires that coordinators be brought in and that the students/facilitators go offsite, the overhead can be quite prohibitive. LeaderShape is the other option, which is generally different than UIFI and IMPACT in that it has less of a Greek-specific curriculum. LeaderShape is generally the most expensive of the three, and also has an individual or campus option. In all three cases thankfully, scholarships and assistance is available through the educational foundations for fraternities and sororities. The current FSL retreat might resemble an IMPACT or LeaderShape, and as such one or both might not need to be duplicated. However, both are powerful and effective programs.

One of the biggest misses for a FSL program is to not address the development of members beyond what chapters do for themselves. We forget that 90% of what a chapter does is self-defined and initiated…for students by students. This suggests the possibility that certain areas of competence and development are not being addressed. The needs of a new member are far different than those of a 5th year senior on their way to graduation. They often leave without ever having translated their experience into something tangible and useful to them beyond graduation. Courses developed for student leaders help students articulate their strengths and find areas in need of improvement. Unfortunately, because so many FSL programs are understaffed this need for development is often ignored. An ideal program would provide leadership classes or seminars designed for specific members in the F/S system. This is also an important strategy for roles to be addressed as they pertain to the chapter. It is conceivable that sometimes the reason members ‘fall off’ because their role is not the right match for their set of skills. In other words, the leadership and advising of the chapter may misdiagnose the way in which that person can contribute best to the chapter. Leadership courses will help members interpret and translate their experiences into skills that will benefit them, their chapter, the Greek community, and perhaps the institution.

Undergraduate leadership development can be enhanced by a mentor-mentee relationship between members and faculty, staff, alumni, or advisors. F/S staff generally provides a great deal of support to student leaders, including council executive officers and chapter presidents. Chapter presidents are particularly in need of attention, as few people understand the amount of responsibility they truly have. They get most of the blame, and seldom any of the praise. In most instances, they are responsible for everything and can even operate multi-million dollar operations on some campuses. This is particularly important at the University of Florida, as it was clear that some chapters had little to no advising. MGC organizations specifically need support, as they do not have the alumni presence like other groups. Again however, limited staffing may reduce the amount of time that a F/S professional can commit to students.

What’s more disturbing is that nowadays chapter presidents are often sophomores or juniors. Older members tend to want to disconnect which refers back to member education. At the University of Florida, it did not appear that this was the case for everyone. Most of the members we met appeared to be older students. However, it was clear that they were not getting the attention they might want from FSL staff. As referenced in the staffing section, the average chapter would get less than two hours attention per week if all the staff did was meet with chapters. Of course we know that staff
members are doing more than having meetings. Attention needs to be given to chapter presidents since it is unlikely that they are getting it from anyone else. This can be in the form of the support as discussed, but can also be in the form of ‘rewards’ for doing the job they do. They need to be appreciated for the sacrifices they make. Examples include dinners, retreats, awards, letters of recommendation, etc.

Given all of the above we recommend the following:

**Recommendation #1:** In order to support the continued development of a true Greek community, a single delegation made of the four councils should attend the Mid-American Greek Council Association (MGCA) conference and the NBGLC. It is suggested that each council designate scholarships and that the four council presidents and FSL staff choose attendees. The trips should be subsidized by the FSL program, and delegate expectations/contracts should be developed.

**Recommendation #2:** The annual retreat should be continued, but the development of and/or participation in LeaderShape or IMPACT should be actively considered. If one of these campus programs is not feasible for some reason, students should be sent to another LeaderShape. Students should be sent to UIFI each summer. A practice of sending each incoming council president to UIFI is a best practice.

**Recommendation #3:** Continuing member education needs to be intentional. A leadership course to support Greek leaders should be developed. A series, seminar, or workshop addressing emerging leadership should be created. Older members of chapters need to be engaged in order to determine their role within the chapter.

**Recommendation #4:** Chapter presidents need to be given more attention by FSL staff. This needs to be in the form of time committed and recognition for the sacrifices they make as student leaders. A philosophy of support must be created that gives chapter presidents a meeting time every two weeks, and additional time for chapters that are struggling.

**Summary of Recommendations:** Undergraduate leadership development is sporadic and not comprehensive in scope. In order to lead effectively, fraternity and sorority members need to be given the necessary tools or the means to sharpen existing tools. We therefore recommend the following:

1. Send delegates to MGCA and NBGLC
2. Promote participation in LeaderShape and/or IMPACT/UIFI
3. Develop or modify a leadership course for chapter leaders
4. Provide leadership development to emerging leaders
5. Address role of older members
6. Provide more support and rewards to chapter presidents

**RECOGNITION**

**Observations:** The awards program that exists for F/S at the University of Florida seems to be accepted and part of the culture. The challenge that many campuses face is that they skew awards towards IFC and PC groups without considering the needs of MGC and PHC groups. It is important to build a Greek awards program that is based on a language that is familiar to all fraternities and sororities regardless of their council. Each chapter and member must feel like the awards are for
them and not just for the historically White fraternities and sororities. To ensure that this is done, it is vital that percentages are considered rather than numbers. Awards for service hours for instance, should not pit chapter against chapter based on the total number of hours completed- but rather the average number of hours per member. This would give smaller chapters a shot at being recognized.

Another common miss is the reluctance to change terminology as it pertains to the recruitment of new members. Historically Black and multicultural groups will generally discard any award application that uses the term recruitment. However, an award could be created that addresses the “events and activities that generate interest in the organization and/or communicate the values of the chapter.” While we did not look closely at the specific awards, we hope that there are opportunities for representatives of the different councils to speak or present as part of the program. Also, the physical awards should also be consistent for all groups (i.e. certificates vs. trophies). Awards that are generally won by PHC or MGC groups should be on the same level as those generally won by PC and IFC groups. It is also important that awards not just be given once a year, for students should be inspired and motivated continuously.

Beyond the issue of awards, recognition organizations are very important. Order of Omega, Gamma Sigma Alpha, and Rho Lambda all provide opportunities for F/S members to be recognized for high levels of leadership, academics, and general involvement. Not only do they add to a resume, but they also have benefits for an FSL program. Gamma Sigma Alpha for instance, provides research support to study academic trends on the college campus. Furthermore, the Order of Omega is well known for providing scholarships to undergraduate and graduate students to assist with expenses related to their education. We did not get a sense of the extent to which honorary organizations played a part in the University of Florida community, though we found both the Order of Omega and Gamma Sigma Alpha to be recognized organizations.

An additional benefit to having those groups is that they can be the source of funds for programming, as it is common for FSL programs to charge dues/fees in excess of what is necessary at the national level. It also possible for these organizations as unity builders between the different councils. On some campuses, the Order of Omega is the equivalent of the National Residence Hall Honorary (NRHH), in that it has the option of being an active organization beyond just recognizing leadership. The Order of Omega is sometimes the sponsor of Greek Awards and Greek Week, or otherwise assists with the development of leaders in conjunction with an FSL program. One caution is that an active group in order to be effective must be made up of representatives from each council. While dues/fees can sometimes be an obstacle, it is important to note that many educational foundations will pay for the costs to be a member.

Awards should reinforce the direction and philosophy of the FSL program, including its core values. If the improvement of facilities on the campus is a priority, then awards and incentives should exist to inspire members. There is no question that some of the facilities housing fraternities and sororities at the University of Florida are in need of significant improvement, and as such there needs to be a healthy combination of ‘carrots and sticks’ to motivate students and advisors. A comprehensive awards program can reinforce the benefits of keeping a clean front area, encourage creativity in terms of interior design, and may contribute to the development of sound risk management strategies.

The other area often neglected is the appreciation for faculty/staff volunteers. It is very common for chapters to lose their support not because they were unable to do the work, but rather because they lost the desire to contribute. For this reason, it is important for symbolic gestures and formal
events/activities to exist that speak specifically to the work that volunteers do. It is to make sure that rewards exist for advisors in different roles (i.e. councils, housing, recruitment, projects). These pieces are necessary for their continued service to the chapters and the FSL program.

Given all of the above we recommend the following:

**Recommendation #1:** We did not get a sense that there was much of a buzz about awards at the University, and there was no indication as to the extent that they contributed to better members and chapters. A comprehensive awards program should be developed that addresses all areas of the FSL program. The design of awards should be reflective of all chapters and constituents.

**Recommendation #2:** There was no indication as to the role honorary organizations played in the lives of Greeks at the University of Florida. Both the Order of Omega and Gamma Sigma Alpha should be developed to compliment the FSL program, addressing recognition, programming, and funding needs. The founding of Rho Lambda (for sorority members only) might be an effective strategy in developing better relations between MGC, PHC, and PC sorority members.

**Recommendation #3:** Housing facilities for fraternities and sororities are inconsistent, covering a wide spectrum of quality and purpose. Awards should be created that reinforce the creation and continuous improvement of chapter facilities.

**Recommendation #4:** Chapter volunteers exist at various levels depending on the organization. While some chapters have more volunteers than they likely need, others have no advisor to speak of. The benefits of being a volunteer must be increased. Rewards should be developed to encourage volunteers to continue their service, but also to attract new or past volunteers.

**Summary of Recommendations:** Constituents indicate there is a deficit of positive reinforcement. Rewards provide a means for encouraging the heart. We therefore recommend the following:

1. Provide a comprehensive awards program that reinforces core values
2. Develop honorary organizations to be complimentary of the FSL program
3. Establish awards tied to facilities upkeep
4. Provide rewards for faculty and chapter volunteers

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**ALUMNI & ADVISORS**

**Observations:** Advisors and alumni provide the continuity necessary for chapters to succeed presently and in the future. There is a direct correlation between the availability and interaction of alumni/advisors and the success of a local fraternity or sorority. While the culture of a local chapter changes every 18 months, an advisor or alumni group can be instrumental in providing some semblance of calm as leadership changes. The transition from executive board to executive board can be a painful experience for any chapter if lessons learned are not passed on in an appropriate way. Advisors and alumni can help this process.

We believe the ideal advisor is one who is committed to the chapter, and respects their role as an ex-officio member of the executive board. It is not the role of the advisor to run the chapter, nor to direct what a chapter does. An advisor generally does not have any legitimate power over a chapter unless it is given to them by the headquarters or inter/national leadership in a time of crisis. They need to
influence members using proven best practices and policy established by the inter/national organization and the University. If they are doing the job because they want a title or because they missed out on their college experience, it is likely that they will be a detriment to the chapter.

An advisor should be present at every chapter meeting, and should communicate regularly with FSL staff. They should be privy to all official communications, and attend all signature events. Their voice should be reserved for executive meetings, and less for regular meetings. They are necessary to help implement best practices at every level of the organization, and to ensure that proper transition takes place between officers. It is not appropriate for advisors to be recent graduates, as alumni need time to understand what it means to not be an undergraduate. Because of the importance of a functional advisor, faculty/staff advisors must be one of several requirements.

As far as alumni go, they can be a great benefit or tremendous detriment to the local chapter. It is not uncommon for alumni to forget the policies and procedures that guide the activities of undergraduates, and as such they can create problems. At the same time, alumni can slowly transition into being an advisor depending on the requirements set by the organization. Some inter/national organizations expect members to be out of school for two years before they can begin working with a chapter. In either case, alumni need to be aware of developments in the F/S system. Education sessions each term are an appropriate way to address advisor and alumni needs. If they remain unaware, it is hard to convince them that they are potentially in the wrong when an incident occurs. It is also a missed opportunity to peak their interest in helping with some aspect of the FSL program. Different mediums should be considered, and key alumni should be involved in the Greek advisory group.

At the University of Florida, it is clear that there are different levels of advisor and alumni interaction with each chapter. By and large, it appears that the PC organizations enjoy a plethora of available women to help guide their chapters but some expressed an interest in passing the mantle of advising to younger women but were concerned who would step up. PHC organizations apparently have above-average support through graduate chapters that are located in the Gainesville area. IFC groups have middle of the road support, with many chapter advisors living outside of the Gainesville area. Some are lucky to have chapter advisors or alumni live locally, but that is not consistent. Of the four councils, MGC organizations are in the most difficult situation. Because of their relative infancy on the campus and in the community, there are few alumni (if any) as well as few advisor options.

It is important for FSL programs to help develop advisors, advising groups, alumni, and other support organizations for local chapters. Some staple programs include faculty/staff meals, new faculty/staff receptions, and other events that target the ‘family needs’ of staff and faculty. The key is to put F/S members in a position to develop relationships outside of the classroom. This contributes to student development, and feeds the support needs of an organization. Furthermore, chapters should be educated on their potential ability to initiate unaffiliated faculty and staff. While some students swear that they can only have advisors that are members, this can be alleviated by initiating them. Several institutions have been very successful at ‘growing’ advisors, including both Bowling Green State University and Indiana State University. It’s much easier to keep someone involved that works at the institution where they advise a chapter.

As previously stated, an area often neglected is the appreciation for advisors and alumni that assist chapters in different ways. How a chapter treats their advisors and alumni makes a huge difference. While volunteering is generally accepted as a ‘thankless job,’ it doesn’t have to be. Many people like
the idea of helping others, but this is a sentiment that only goes so far. They have to know that they are helping people. In the case of F/S members, recognition can be given at no cost and with little effort. Specific awards should exist for alumni and advisors throughout the year, and chapters should be given ideas on how to recognize their support systems internally.

One necessary component is to make sure that awards and rewards exist for advisors in different roles (i.e. councils, housing, recruitment), as well as for alumni that ‘pitch in’ to help with specific projects or individuals. A series of awards can exist that address the different kinds of activity that exists in the chapter. Ideally, chapters are being advised by multiple individuals so that executive officers can get direct attention. If that is the case, chapters can do blanket recognition for those advisors. These pieces are necessary for their continued service to the chapters and the FSL program.

Another important aspect of running an organization is the financial responsibility associated with the operation. Traditional age students often do not have the necessary experience to do the work by themselves, necessitating an advisor or alumni presence. Recruiting a staff member in the business affairs area of the University can be a great strategy, as finances can develop huge headaches for students and advisors. Furthermore, the financial stability and growth of the organization can be significantly enhanced by having a developed alumni communication network.

Alumni generally do not respond favorably to donation requests if they haven’t heard from members for a long time. Chapters need to take their communication mediums seriously, and may need to consider hiring a company to manage this process. If chapters want to raise money through their alumni, they have to create a culture of giving who’s cornerstone is the communication the chapter puts out. Newsletters should provide information about alumni, and less than 25% about the campus and undergraduate members. Alumni want to hear about marriages, births, promotions, etc. They don’t want to read about members they don’t know. Newsletters can also be used to recognize the efforts by alumni to help the organization. FSL staff can be helpful in identifying resources and strategies as described in the public relations section.

Another area of focus should be the building of community amongst alumni. This can be done by creating a Greek alumni group that exists beyond that of their own chapter’s alumni organization. The reality is that if there is any significant interaction between groups, there are likely to be relationships that go beyond their own organizations. Alumni groups can also be a great venue for dialogue and development. They can push consensus that can help make changes on a campus. It also allows for a transitional step that undergraduates can take before they are eligible to be official advisors.

Given all of the above we recommend the following:

**Recommendation #1:** The importance of a true advisor is vital to the success of a local chapter. It is necessary for the University to require advisors for each chapter, and to provide training, education, and recognition for their work.

**Recommendation #2:** Communication between FSL staff and advisors/alumni is crucial if the goal is to have a true partnership. There need be several opportunities for interaction and dialogue each term, with constant access to a network. The FSL staff must develop and increase this interaction through the use of listserves, mailings, conference calls, and meetings.
Recommendation #3: The education of alumni and advisors is almost as important as that of new members. While undergraduates will come and go, involved alumni and advisors will be constant. Hence, it should be a priority to educate them about policies pertaining to the University.

Recommendation #4: While individual alumni groups are helpful for that particular chapter, there are significant benefits to mobilizing a larger and more diverse group. While some alumni may be neglected by their own chapters, FSL staff can maintain relationships with them over a long period of time. FSL staff should establish a network for Greek alumni from all chapters.

Summary of Recommendations: The current status of alumni and faculty advisors provides inconsistent support for F/S with some notable exceptions. Engaged alumni and advisors are crucial to the continuity of quality chapters. We therefore recommend the following:

1. Require, develop, and reward faculty advisors
2. Communicate (listserves, mailings, conference calls, meetings) with all advisors and alumni on regular basis
3. Educate alumni and advisors about all policies
4. Investigate possibility of establishing Greek alumni society within larger alumni society

UNIVERSITY ADMINISTRATION

Observations: The relationship between the University and F/S is complex and unclear for many. F/S have a special relationship with the University unlike most other student organizations. Because fraternities and sororities can be seen as a controversial entity on the campus, any confusion about who is responsible for their development makes matters worse. With a recent re-organization before our arrival, we observed signs that the responsibility of guiding the F/S system would extend beyond just the FSL staff and may ultimately fall into the hands of the individual who oversees the area. While this person has a great deal of history with the institution and has an excellent track record, the ability to establish a strong program will likely be reduced due to the role given to the Director. Meaning, it will be difficult to attract the best professionals if they are not going to be given the reins. The current Director has all of the qualifications necessary to build a solid program, and instead of direction he needs support.

Additionally, the administration must specifically provide the backing and support to create and or reiterate policies and procedures related to F/S. An example is the expansion policy that will be discussed later in the document. The change in staffing over the last few years has contributed to a ‘reinventing the wheel’ approach by current FSL staff. This focus is necessary however, because certain guidelines have been pushed to the wayside. It is normal for this to occur, and it often does at campuses with heavy turnover. Just like the human body, when resources are diminished you take care of the vital parts. It appears that many negotiable and/or expendable aspects of FSL policy were ignored to focus on the most important aspects. As such, new staff has either created or resuscitated old documents that outlined policy and procedure. The administration must back these efforts in order for them to have value.

Furthermore, the role of the FSL staff must be reinforced so that all constituents externally and internally understand that the Director is the expert on fraternities and sororities. If this is not done, people will undermine his authority and the program will suffer. The role of the administration and the area’s supervisor needs to be to support the FSL staff. Given the autonomy, resources, and support,
there is no question that the University of Florida can become one of the finest Greek communities in the country. However, the culture is thick and the process will take time.

Given all of the above we recommend the following:

**Recommendation #1:** FSL’s authority to hold chapters accountable must be reinforced by the administration. Change cannot occur if the FSL staff relies too much on their expertise and title. Symbolic gestures by the Vice President for Student Affairs will give FSL staff credibility.

**Recommendation #2:** The lines of authority need to be made clear. While a new organizational chart has been established taking the FSL staff out from under the Dean of Students, wherever the office ends up needs to be clear and logical.

**Summary of Recommendations:** The relationship between the University and F/S is complex and unclear for many. F/S have a special relationship with the University unlike most other student organizations. We therefore recommend the following:

1. The FSL staff’s authority to hold chapters accountable must be reinforced by the administration
2. The lines of authority need to be made clear

**FACILITIES**

**Observations:** Housing for fraternities and sororities, while not critical to an overall chapter strength, do provide a means to build community among a large percentage of members who reside in the facility. At best they can facilitate friendship building that most alumni recount years after they have graduated. If done right, many will look fondly upon their time spent in the chapter house.

It should be noted that not all groups utilize a chapter facility. Either due to being new on the campus, a historical reason not to have housing, or chapter size, many chapters exist nationally and at the University of Florida without housing. In particular, the PHC and MGC groups traditionally do not utilize chapter housing. Arguably these groups have some of the closest brotherhoods/sisterhoods yet do not use any central facility. Language from the FSL needs to reflect that these are chapters, not houses, with some having houses and some not (ex. What house are you in?).

During our visit we toured several housed groups and in general found the conditions very substandard and inconsistent with quality Greek housing. The health and safety of students living in fraternity and sorority houses needs to be paramount. Currently the Greek facilities at the University are inadequate, unsafe, out-of-date, and generally unattractive with some exceptions. Several sorority houses were above average in looks and maintenance, but still relied on outdated designs with little privacy (a primary issue for seniors who would make a very tangible contribution to living in a chapter house). In order for the alumni house corporations to rectify the above and to manage these $1 million dollar facilities and all that this entails, they will need considerable support from the University to be successful. If the houses were suburban homes with five residents it might be different, but most housing is on a larger scale, with extensive and complicated mechanical systems (many of which do not function) and with industrial kitchen operations (most of which are either not inspected or seriously lack sufficient sanitation). Without some outside help, alumni are not prepared to deal with maintaining their facilities or to making any serious improvements such as life-safety and health. Such housing reflects poorly on the University. Town perception is that the University manages these
facilities and is responsible for their conditions. Some of the first things visitors see when entering the campus portion of the town are the Greek houses. Even if disclaimers exist that state these houses are not owned by the University, this is not the image a major academic institution needs to portray.

In addition to managing the facilities, the ability to acquire the funds necessary to do it right is seriously lacking. Nearly all inter/national organizations will provide advice and counsel regarding renovations and fundraising, but they leave this largely up to the individual house corporations. This puts these groups in a serious bind. Currently the IRS only allows tax deductions for roughly one-third of a facility that they deem educational in nature. In most cases the only avenue for such tax advantages is to funnel gifts through an educational foundation, either through the inter/national organization or the University. Currently the University of Florida does not facilitate the flow of funds to house corporations through the University because the houses are located, for the most part, on private property. There does not exist a formal relationship that the IRS would recognize that would allow this to happen. It should be noted that there are a few exceptions to the above, but overall the housing is sub-par with little prospect for improvement anytime soon.

Beyond the housing portion of the facilities are the health and sanitary issues of the kitchens and bathrooms. We did not detect that the sanitation and health issues were being addressed adequately, which is of concern. It is imperative that the health and safety of students who reside and eat in these houses daily be addressed.

Finally, the staffing philosophy for House Directors is problematic. During our sessions with these individuals we discovered that while they may report to an alumni board on paper, the reality is that they report to and work for the undergraduate officers. Many complained that they felt powerless to implement any standards or discipline for fear of being removed from their positions. This was also true for many, but not all, of the PC groups. House staff must have the security and authority to run these houses and to uphold basic rules of conduct.

Given all of the above we recommend the following:

**Recommendation #1:** The responsibility of managing, staffing, and renovating chapter facilities should be assigned to the University housing department. This department has the expertise to operate, staff and renovate these facilities. They possess tremendous talent in running a very large housing operation currently with all that this entails. Staffing of the House Directors should be placed in their hands for many reasons not the least are consistency of performance, good supervision, clear lines of authority and providing University benefits (a huge factor in recruiting good House Directors).

In addition, the University housing department has expressed a desire to provide the renovations to these houses. They recognize that they desperately need to be brought up to code (and in some instances beyond the code). Facilities renovations are a staple of the housing operation and they have indicated that with the proper rate structure they may be able to renovate these houses using rent dollars rather than engage in fundraising through alumni. This would remove a huge burden from the alumni.

**Recommendation #2:** Concurrent with the above, we recommend that the FSL program should be moved to the housing department with sufficient staffing and authority to carry out the suggested recommendations. The lines of authority need to be clear to all involved and having a department
Recommendation #3: The University should be commended for assisting chapters with the installation of sprinkler systems, in particular their work with Sigma Phi Epsilon fraternity. However, the time frame for completing this project for all chapters needs to be expedited. You cannot put a price on fire safety and the record nationally is clear that fires in Greek houses are a huge factor in a student’s safety in college.

Recommendation #4: Regardless of who manages the facilities, the University needs to establish standards for chapter houses in areas of fire safety, kitchen sanitation, grounds maintenance, health standards, cleaning and aesthetics. A regular “score card” needs to be developed to track these issues that all stakeholders can have access to, so that all can objectively evaluate housing. Preliminary use of such a score card has already proved to be helpful.

Recommendation #5: The University needs to provide assistance with fundraising efforts through the University foundation. Several groups are planning major fundraising campaigns, either for their facilities or to create endowed scholarships. Providing assistance whether through tax advantages or through advice on fundraising, would be very helpful to these groups who have as their alumni some of the University’s largest contributors.

Recommendation #6: The University needs to identify and provide basic services (i.e. landscaping, renovation, cleaning) at a reasonable cost. The institution is in a position to provide assistance for these areas that would make a huge difference in these houses. It should be noted that this is already being done on a limited basis but needs to be expanded.

Recommendation #7: Fraternity and sorority houses need to have the latest technology (i.e. cable, internet) in order to be competitive. The University should be commended for facilitating this process at a reasonable price. Having the latest technology is key to creating a living/learning facility.

Recommendation #8: While not major issues, we recommend that policies be adopted that prohibit pets and that also prohibit people from being on the roofs. There have been several incidents nationally involving the ethical treatment of animals in such living situation and there have also been incidents of people injuring themselves, some seriously, from falls from the roofs.

Summary of Recommendations: Currently the facilities at the University are inadequate, unsafe, out-of-date, and generally unattractive with few exceptions. The health and safety of students living in fraternity and sorority houses needs to be paramount. The current management by alumni house corporations, with few exceptions, is inadequate to rectify the above deficiencies. We therefore recommend the following:

1. The responsibility of managing, staffing, and renovating chapter facilities should be assigned to the housing department
2. The FSL program should be moved to the housing department with sufficient staffing and authority to carry out the suggested recommendations
3. The University should be commended for assisting chapters with the installation of sprinkler systems, however the time frame for completing this project for all chapters needs to be expedited
4. Standards for chapter houses need to be established (i.e. fire safety, kitchen sanitation, grounds maintenance, health standards, cleaning, aesthetics)
5. House directors need to be employed, developed, and evaluated by the University in partnership with housing corporations
6. The University needs to provide assistance with fundraising efforts (University foundation)
7. The University needs to identify and provide basic services (i.e. landscaping, renovation, cleaning) at reasonable cost (some of this already being done)
8. Fraternity and sorority houses need to have the latest technology (cable, internet) in order to be competitive
9. Pets in chapter facilities should be prohibited, except for those that live under water
10. Access to the roof should be prohibited by members in chapter facilities

EXPANSION

Observations: The relationship between the University and F/S is complex and unclear for many. F/S have a special relationship with the University unlike most other student organizations, and as such their recognition needs to be qualified. While it is our opinion that public institutions need to keep their doors open to fraternities and sororities, there is a difference between existing on the campus and receiving additional resources that most student organizations do not receive. In that light, it is acceptable for the University of Florida to expect certain things from chapters.

One of the main areas of appropriate expectations is the process by which a chapter becomes associated with the University. It is up to the administration, and not the Greek councils, to decide if a chapter is eligible for services on the campus. It is however advised that an institution utilize its feedback loops to determine eligibility. In other words, it would be perfectly acceptable to create a procedure that requires new or returning organizations to be cleared first through one of the councils.

Given all of the above we recommend the following:

Recommendation #1: Currently it is left up to the councils to determine if chapters can expand to the University. It needs to be made abundantly clear to the masses that the councils have a part, but not ultimate authority to extend an invitation to new or returning chapters.

Recommendation #2: The University needs to articulate all of the requirements to be a fraternity or sorority and the services provided in return. This will require that a document be created or updated that addresses the present Greek organizations and landscape. The plan should be based on short term and long term needs.

Recommendation #3: PC, with assistance from their regional NPC delegate, should study the optimal size of chapters to address current trends. It appears that the sizes of PC chapters are inconsistent with an appropriate Total/Ceiling size.

Recommendation #4: The MGC must develop a more consistent concept of expansion in conjunction with the findings of the FSL staff and administration. It is important that they investigate other MGCs around the country for insight.
Summary of Recommendations: Currently there is no plan nor protocol for the organized expansion of F/S. Tempered expansion is healthy for the growth and development of the Greek community. We therefore recommend the following:

1. University needs to articulate all of the requirements to be a fraternity or sorority and the services provided in return
2. Universities and councils need to jointly develop a comprehensive, long range, expansion process with objective criteria for each council
3. PC needs to study the optimal size of chapters, and if it exceeds should expand
4. MGC should investigate other ‘like’ councils around country for expansion assistance

RISK MANAGEMENT

Observations: Managing risk provides a safer environment for chapter activities and ultimately reduces accidents and injuries. Risk management generally entails three major areas: housing safety (for those groups with houses), hazing, and the abuse of alcohol. While there are other areas of risk, these three represent the bulk in which Greeks generally find themselves. These risks sometimes result in serious injury and death, with subsequent multi-million dollar lawsuits. All inter/national fraternities and sororities promulgated risk management policies years ago in an effort to educate their members about the proper management of their risk. These policies generally prohibit any providing of alcohol, “open parties,” and hazing. Some have gone so far as to mandate that all their chapter houses install sprinkler systems. Since the housing issues are dealt with in another section of this document this section will only focus on hazing and alcohol abuse.

Hazing is currently prohibited by 45 states with pending federal legislation. Clearly society is sending a message that hazing will not be tolerated whether by Greek groups, other student organizations, honor societies or athletic teams. Despite such laws, deaths, and many lawsuits, hazing is still prevalent on the college campus. Whether a hold-over from high school or just a college phenomenon, hazing persists. While hazing may take different forms, generally it is the campus, through its practices and culture, that dictates the hazing climate. Campuses can do a lot to curb hazing practices or they can ignore them. Of particular note from the Greek students was the hazing by pseudo-Greeks: those that dress and look like Greeks but are not. Students felt strongly that these groups reflected poorly on them since the campus views them as Greeks. Some made the comments that if they did what these groups did, they would find themselves in the Dean of Students office “so fast their heads would spin.” Clearly, the hazing policies need to be broad-based to cover all groups.

Alcohol abuse, similar to hazing, is largely dictated by the campus climate. If alcohol abuse is pervasive then it will be so with Greek groups as well. The normative use of alcohol is powerful for students and can dictate to a large extent their use or abuse of alcohol. If it is common place for students to drink under-age, if social events revolve solely around alcohol consumption, if houses allow alcohol to be present, or if local bars run constant alcohol specials, then the campus culture will be one soaked in alcohol. Greek groups do not exist in a vacuum and thus take some of their cues from the campus.

As was mentioned, the town culture with regard to alcohol is one strong determinant of alcohol abuse. The town of Gainesville is noted for its use of alcohol. The presence of many bars contiguous to campus and the many “drink specials” that are advertised indicate that alcohol abuse is tolerated to a high degree, maybe not overtly but by not acting, at least condoned. If the alcohol situation is to be
improved a concerted effort by the University and the town will need to take place, otherwise effort will have little effect. Currently groups are making use of third party vendors (local bars) for many social events. This is a good solution to reducing risk but only if all parties (fraternities and sororities and the local bars) abide by the national and local risk management policies. It came to our attention that local bars and groups are not aware of such policies. Failure to comply with national risk management policies with regard to third party vendors increases the risk that the liability insurance policies of the inter/national groups will be void. Education and enforcement need to be in place to ensure groups and bars understand the policies and that they abide by them.

Finally, most inter/national fraternities and sororities provide liability insurance for their chapters in exchange for insurance premiums and adherence to basic risk management policies. The key to this relationship is the adherence to these standards. If chapters violate them, then they run the real risk of loosing any insurance coverage for their events; something no chapter or advisors can tolerate. Despite such policies, members either through confusion or intent, violate their national policies regularly. Despite improvements over the last ten years, the risk management climate is one where risk is freely undertaken with little consequence.

Given all of the above we recommend the following:

**Recommendation #1:** The definition of hazing needs to include all student groups at the University. This policy needs to be communicated to all groups on a regular basis and to include education about state and local laws related to hazing. A hazing protocol needs to be established to report hazing anonymously 24 hours/day and to be able to confront hazing whenever it is encountered. If not the FSL staff, another office should be made responsible for holding non-Greeks accountable for hazing.

**Recommendation #2:** Events held in conjunction with taverns/bars need to comply with all inter/national policies (i.e. no bar tabs). The University/Gainesville community needs to collaborate in reducing the alcohol culture surrounding the campus. The University should be commended for programs like Gator Nights which provide alternatives to drinking and which are very successful.

**Recommendation #3:** F/S philanthropies or service projects should not take place in taverns/bars as per their inter/national policies. To reinforce this standard, a University standard should exist. This will account for some groups with no policies regarding alcohol use, as many refer to the institution’s alcohol policy. Hosting such events in bars sends the wrong message about Greeks and contributes to a negative image.

**Recommendation #4:** Chapters need to no longer provide alcohol directly or indirectly. Most all chapters understand this prohibition but not all practice this. In addition many do not consider providing alcohol through cases of beer as wrong, even though this provides more beer than through kegs. Finally, there is a pervasive culture among PC sororities that they expect IFC fraternities to provide alcohol, knowing full well that they cannot do so themselves.

**Recommendation #5:** Little sister/big brother groups need to be prohibited. Several years ago nearly every inter/national fraternity and sorority prohibited little sister groups for many reasons including liability, potential sexual harassment and the need to preserve their single sex status. Campuses followed suit to also prohibit these groups. The University needs to affirm this prohibition.
**Recommendation #6:** The University needs to educate social event sponsors about strategies to reduce potential incidents of sexual assault (i.e. closing off bedroom areas of chapter houses). While we did not detect an unusually high number of sexual assaults occurring in the F/S community, we nevertheless know that this is a possibility especially during social events where alcohol is present. The FSL staff also needs to work more closely with the campus sexual assault prevention committee to better respond to potential problems and to work to prevent these occurrences.

**Recommendation #7:** As more and more social events occur out of the chapter facilities, there needs to be a general understanding of what constitutes a chapter function outside a chapter house. Several commented on this trend in the F/S community and there is little understanding among Greeks what constitutes such an event. In the absence of such understanding, groups are under the mistaken assumption that many of their events are not chapter events, and thus are not accountable to their inter/national policies.

**Summary of Recommendations:** Despite improvements over the last ten years, currently there is confusion about risk management, interpretation of policy, compliance with national policies, and implications for community venues. Managing risk provides a safer environment for chapter activities. We therefore recommend the following:

1. Definition of hazing need to be reestablished and publicized
2. Local, state, and federal hazing laws need to be publicized
3. Philosophy and protocol associated with hazing should exist
4. Staff needs to be encouraged to confront hazing whenever it comes to their attention (legal responsibility)
5. Events held in conjunction with taverns/bars need to comply with FIPG policy (i.e. no bar tabs)
6. University/Gainesville Community need to collaborate in reducing the alcohol culture (need more programs like Gator Nights which provide alternatives to drinking)
7. F/S philanthropies should not take place in taverns/bars
8. Little sister groups need to be prohibited
9. Chapters need to no longer provide alcohol directly or indirectly
10. PC sororities need to not expect IFC fraternities to provide alcohol
11. Social event sponsors need to be educated about strategies to reducing incidents of sexual assault (i.e. closing off bedroom areas of chapter houses)
12. A general understanding of what constitutes a chapter function outside a chapter house needs to be established and communicated

**GREEK COMMUNITY**

**Observations:** As stated by one of the council presidents during our visit, the only time there is Greek community is “on Mondays at 1pm.” The comment is based on the fact that this is the only time when the leadership of the four councils meets consistently. Fortunately, upon our visit the students were riding a wave of collaboration stemming from some work that they had done together recently. They seemed committed, even though one of the four presidents was absent. According to the three students, the four meet weekly with FSL staff to discuss general Greek issues. This is a good example of formal interaction that has the potential of turning into informal interaction.

While the majority of campuses are made up of Greek systems, the ideal is to have a Greek community. As explained earlier, a system is nothing more than a collection of groups that have
limited interaction and cooperation. They are independent, yet they are connected when something negative occurs. A Greek system does not maximize its potential by using a single, stronger voice to bring about change on the campus. A Greek community on the other hand, is one where there is more interdependence and a general understanding that there are opportunities that can result from collaboration. To go a step further, a Greek community member cares about the needs of other groups. Unfortunately, true communities are few and far between due to historic differences between chapters along racial lines and based on inefficient staffing patterns.

Building a Greek community takes time and the right staff. It takes strategic planning and can be facilitated by the right combination of formal and informal interactions. A system cannot become a community overnight, but formal interactions can be implemented easily at the beginning of each year with the appropriate support from members, advisors, and other constituents. It was helpful to know that both the council leadership and FSL staff are already implementing some of these strategies, and that others are planned for the fall. As shared before, we advise that mixed delegations be sent to conferences. The rationale is that the most important part of such a conference is the opportunity for Greeks to bond. Hence, sending some Greeks to SEIFC, others to SEPC, and perhaps PHC and MGC to no educational conferences makes little sense.

A Greek community is also the result of how FSL staff markets fraternities and sororities. It is easy for most administrators to focus on historically White fraternities and sororities (PC and IFC) instead of all groups. As a result, MGC and PHC groups have been systematically left out of the conversation and neglected on many campuses. Greek advising is inadequate at many campuses to begin with, so as a result the advising of PHC and MGC groups has become a skill that is hard to find in one person alone. It is imperative that a commitment to all groups is a cornerstone of each administrator’s philosophy much like a president’s cabinet is consistent with an opinion about a major issue. Otherwise, things will not improve and MGC/PHC organizations will remain an afterthought.

Symbolically, it is important that events take place throughout the year that includes the leadership of the four councils. If an administrator or other University entity requests to meet with Greek leaders, this means the four council presidents. What some people fail to recognize is that on a predominantly White campus, MGC and PHC groups have the unofficial responsibility of creating a social support system for other students of color. While the majority of programs and physical spaces on campus were historically designed for traditional-aged, able, heterosexual, White men, only in recent history has there been an attempt to serve the needs of everyone who does not fit that description. The most difficult population to support at a campus like that of the University of Florida is that of students of color, as there is a shortage of role models and services. Hence, the MGC and PHC fill the gap by providing a variety of educational, social, and service opportunities. While their membership is much smaller than that of PC/IFC, their impact on the campus may be more significant.

The environment in which F/S members operate is very important. Careful attention should be given to the space that is designated for Greek councils and FSL staff. Space needs to facilitate interaction between the councils, and should not separate them. Students from different chapters need to rub elbows, and not be able to hide from those that are in other councils. Shared space, resources, and staffing are key to building relationships. Furthermore, the space needs to be colorful. Meaning that the physical area needs to reflect each council. This is done by hanging pictures, displaying awards, and leaving items about that are tied to different groups. Students, alumni, advisors, headquarters staff/volunteers, and other constituents must feel comfortable when they come in. They need to feel like it’s their space.
Formal interaction is another important factor in developing Greek unity. The Monday meetings between the four council presidents and FSL staff is a step in the right direction, as is the retreat for all chapters. It is important to build off of this and to gradually increase formal interaction until there is a solid structure in place. It is important that the four council presidents meet once a week, four council executive boards meet at least once a month, all chapter presidents meet once a month, and there be established liaisons between the councils. Delegates in each council meeting should be aware of the programs that are being put on by chapters on other councils. These interactions are necessary to raise awareness, provide forums for potential collaboration, and to help develop relationships between Greeks in general.

The FSL staff is vital to the creation of a Greek community. Members of the different councils need to know that someone is there for them. Staff members need to be competent in the area they are advising, with some flexibility for those who are new to the role. It is up to the Director to make sure they are up to speed. Each staff member’s approach needs to be guided by a single philosophy- one that enables each council to work together and not compete. It is important that the Director is responsible for this philosophy, with guidance from other FSL staff members and constituents. Competing philosophies will build barriers, not bridges.

Though there is definite value in students seeing someone that looks like them on the FSL staff, multicultural competence is far more important. Contrary to popular opinion, it is not necessary to hire staff members of color to establish a sound staff that will support all four councils. What is more important is that staff members have significant multicultural competence that is applicable to all F/S and contributes to the program philosophy. A one-dimensional staff member might satisfy the needs of one council, but may take away from the other three because they often can't understand why they do what they do. It is more important to have people that are multi-dimensional and have a capacity to 'complicate themselves.'

The FSL staff at the University of Florida seems to have a good foundation from the standpoint of understanding the Greek world. The three current individuals have personal Greek experience in three of the four council areas, and it appears that as a whole the current staff is competent. While we did not detect a staffing philosophy along these lines, we believe it is beneficial to the overall program to have staff members rotate through the councils in a way that makes sense to the campus. This creates Greek generalists that are severely lacking in the profession, even if the staff members don't want to be Greek advisors. Having multiculturally competent staff also contributes to the development of students, providing them with mentors and guides for pluralistic world. While this subject is something perhaps more appropriate in the staffing section, this is absolutely necessary to develop Greek unity.

Given all of the above we recommend the following:

Recommendation #1: The four councils need to be reflected as equals on every level. The impact of each council must be recognized and reinforced, with the same weight of their opinion considered for all-Greek issues. A true Greek community cannot exist, and the program will not improve, if the traditional focus remains on PC and IFC.
 Recommendation #2: Any existing symbols of a segregated Greek system should be phased out or reevaluated. This includes how delegations are constructed, all-Greek events, Greek awards, Homecoming, separate facilities (i.e. council offices), etc.

 Recommendation #3: Collaborations between the four councils and their respective chapters must be encouraged and facilitated. New signature programs (large, open to public, etc.) sponsored by local chapters should be co-sponsored by chapters in other councils. These partnerships not only expand the target audience for supporters of programs, but it also spreads out responsibility, liability, and labor. Some of this is already going on, and should increase.

 Recommendation #4: Regular meetings must be established by the FSL staff members that bring together the four councils and their respective chapters. All chapter presidents (or designees) need to meet once a month to discuss common issues, offer collaborations, and increase awareness. The four executive boards of the councils should meet monthly as well to help guide the Greek community. Meetings with the four council presidents must continue.

 Summary of Recommendations: While there have been some symbolic initial attempts, the F/S community remains divided largely along council lines. There is much more that can be accomplished in unity than in a silo. We therefore recommend the following:
 1. All four councils need to have equal say in the governance of the Greek community
 2. Conference delegations should be made up of members from all councils
 3. Common office space should be established for all councils
 4. More cross-council partnerships between chapters should be encouraged
 5. Provide monthly meetings for all chapter presidents
 6. Administrators need to consistently reinforce the existence of the four councils

RECRUITMENT

 Observations: While the term ‘recruitment’ is familiar to PC and IFC members, PHC and MGC organizations tend not to like the concept. As such, this section will not only address recruitment as it is understood by PC and IFC, but it will also address the way in which PHC and MGC groups introduce themselves to non-members, communicate their values, and ultimately attract people to join their organizations. This process will be referred to as ‘recruitment’ in this section.

 The foundation of any recruitment program lies in the availability of information about individual organizations (local chapters) and opportunities to interact with them. Using a variety of mediums, prospective members, parents, and other constituents must have access to information about the different groups. As referenced earlier, we believe that individuals need to be equipped with accurate information so that they can make an educated decision about an organization. Considering that different people acquire information through various sources, the ‘data’ must be duplicated to allow for mass consumption (i.e. website, brochures, presentations). The kind of information that should be made available has been outlined in preceding sections.

 Certain programs and activities are effective in facilitating personal interaction with members of a particular organization. These include open houses for councils (i.e. PHC Open House), tabling opportunities (i.e. Meet the Greeks), presentations (i.e. Fraternity & Sorority Life at the University of
Florida), panel discussions (i.e. MTV Sorority Life & Pledged: Fact or Fiction), and mutual bidding procedures (i.e. PC formal recruitment).

Specific to certain councils, we did not detect the presence of communal open houses for MGC and PHC groups. However, we did note that organized recruitment does take place for IFC and PC groups. Not having witnessed the recruitment process for PC or IFC, we can only hope that careful attention is being given to best practices and that NIC and NPC policies and procedures are being followed. A PC observation is that the size of chapters is cause for concern. An evaluation of Total/Ceiling should be conducted as indicated earlier. A dialogue about NIC and NPC standards will be helpful in evaluating the strategies used to bring in new members.

The ideal for each council and organization is to have a process that matches the right person to the right group. Unfortunately, many groups fall into a vicious cycle of recruiting from a limited pool (i.e. only recruiting freshmen, athletes, or based on race). The most effective chapters are those that have a diverse membership (i.e. race, religion, origin, sexual orientation, age, major, experience, etc.). People join organizations because their values mesh with the values they perceive of a chapter. They need to be exposed as much as possible to the true values of an organization, good or bad. Chapters and councils that put little effort into this kind of thorough recruitment will have problems with retention and graduation.

Concerns were raised about the impact of new member education during a student’s first term. While there is currently no clear consensus about the benefits or detriments of joining a chapter at that time, Gamma Sigma Alpha has committed to studying the issue as it pertains to academics. A research and assessment committee within the Association of Fraternity Advisors is also looking for areas in need of study and will likely address the question. It is important for institutions like the University of Florida to participate in a research agenda concerning the F/S system. This will conceivably help FSL staff in their work.

Given all of the above we recommend the following:

**Recommendation #1:** The level of awareness about fraternities and sororities contributes heavily to the quality and quantity of individuals who join F/S. Students are educated consumers, as are their parents and guardians. Key populations are often neglected, and by all types of F/S. Specifically, commuters, non-traditional students (adult learners), international students, and students with disabilities. Depending on the organization, other populations are seldom considered along racial lines. A diverse chapter can have huge positive implications for members and the community. Basic information must be made readily available to all students and constituents.

**Recommendation #2:** Events and activities that promote awareness about individual groups and councils must be supported and/or created. Personal interaction with members of organizations is a key component of recruitment.

**Recommendation #3:** A study should be conducted pertaining to the academic impact of joining a F/S during the first term. Gamma Sigma Alpha is looking for institutions to participate in a study. It simply requires that raw data be provided.
Summary of Recommendations: Currently there is little data to show the effects of recruitment practices on the F/S community. Recruitment is a fundamental aspect of the F/S culture that can be optimized. We therefore recommend the following:

1. Ensure that basic information about F/S is widely available
2. Initiate or develop staple programs and activities that raise awareness about F/S
3. The academic effects of students joining fraternities and sororities their first terms should be studied (Gamma Sigma Alpha will provide assistance)

OTHER

Observations: The issue of Homecoming was brought to our attention several times by a variety of individuals. The consensus seems to be that something has to change in order to address some severe community issues. Specifically, the way in which Homecoming pairings are established has created a tiered system that is unhealthy and destructive. IFC fraternities are spending in some cases over $10,000 to 'court' certain PC sororities with the hopes of being paired with them. Like many issues within a Greek community, much of the solution rests in the hands of those involved. If the PC chapters did not consider the things IFC chapters do for them as a decision making factor in choosing a Homecoming partner, IFC groups would likely not spend the money. At the same time, if IFC groups did not spend the money the PC sororities would be forced to consider other factors.

Furthermore, Homecoming at the University of Florida is consistent with many other predominantly White institutions. It is apparently much more oriented towards White students and alumni than any other population. While most, if not all, PC and IFC groups participate as pairings, it did not appear that any of the MGC or PHC groups were involved. We assume that there are a series of parallel programs and activities in pace during Homecoming that cater to the non-White student and alumni population. Culture is the hardest thing to change, especially something as revered as Homecoming. However, if the goal is to build a true Greek community and a top FSL program- this issue must be addressed.

Our observation is that Homecoming occurs with the assistance of several historically involved staff members and key students. This is similar to many other institutions and consistent with those same colleges and universities having Balkanized (self-segregated along racial lines) populations. Some schools have been successful in changing the tone and feel of Homecoming by evaluating the way in which it is planned and implemented. Certain elements of the program need to be determined by a diverse group of individuals representing important stakeholders. Without taking this approach, certain populations will consistently be underserved and essentially ignored.

In a higher education world that suffers from limited resources and competing interests, it is necessary to have something in place that guides effort and focus. The mission, vision, and values of an FSL program must be articulated and celebrated as the foundation of everything that is done affecting its F/S community. They should guide the decision making of FSL staff and student leaders, and help to explain why things are the way they are. However, it is not enough for the mission, vision, and values to be known internally. They must be shared with the masses so that the program can have external accountability as well.

At the University of Florida, the FSL mission, core values, and value statement exist. However, as noted several times the website is not widely accessible and as such neither is the mission. It is our
opinion that these can be enhanced to provide the kind of internal and external accountability useful in determining focus and resources for a program. The change in reporting structure requires that the mission be changed, which will provide a built-in opportunity for review.

Given all of the above we recommend the following:

**Recommendation #1:** The Homecoming program should be evaluated. The pairings process is destructive beyond just the program, as it has implications for the Greek system as a whole.

**Recommendation #2:** The FSL mission, core values, and value statement should be evaluated.

**Summary of Recommendations:** The social aspects of the F/S community are dominant and create a tiered system that is unhealthy. We therefore recommend the following:
1. Homecoming pairings and other similar traditions should be determined by neutral parties
2. FSL mission, vision, and values should be used as a tool to allocate resources (staffing, funding), and should be publicized to the masses

**CERTIFICATION**

This report was completed on June 13, 2005 based on a campus visit conducted March 11-14, 2005. Following completion, an unsigned electronic copy was sent via e-mail and an original hard copy was signed and dated by Ron Binder, representing Damien Duchamp, independent consultants acting on behalf of themselves and not expressing views associated with their present institutions.

Ron Binder, Consultant

Date