



EMORY
UNIVERSITY

Prepared for

Lauren Browning, President, Emory InterSorority Council
Catherine Muse, President, Emory National Pan-Hellenic Council
Jason Stern, President, Emory InterFraternity Council
Grace Xia, President, Emory Multicultural Greek Council

And

Dr. Ajay Nair, Senior Vice President and Dean of Campus Life
Dr. Bridget Guernsey Riordan, Dean of Students
Ms. Megan Janasiewicz, Director of Sorority Fraternity Life

Prepared by
Dr. Scott H. Reikofski

II. Table of Contents

I. Cover	1
II. Table of Contents	2
III. Executive Summary	3
IV. Opening Comments	4
V. Emergent Themes	6
VI. Recommendations	10
A. Recommendations for Governing Councils	10
B. Recommendations for Individual Chapters	18
C. Recommendations for the Office of Sorority Fraternity Life	19
D. Recommendations for Campus Life/Student Affairs	20
VII. Follow up Programming and Training	21
VIII. Final Comments	22

III. Executive summary

Emory University, a vibrant, highly selective research institution, hosts a dynamic undergraduate student culture, 30% or more of which belong to social fraternities and sororities. Within that Sorority/Fraternity Community are strong, passionate and energetic leaders who care deeply for their organizations as well as Emory University. The Fraternity/Sorority Community has evolved over the past decades to a point where they and the institution are seeking recommendations for how these leaders and the University can intentionally chart the coming years and the positive future continued progression of this important community. After many fruitful conversations, a number of recommendations are made to governing councils, individual chapters, the Office of Sorority Fraternity Life, and the collective Campus Life offices. Overall, these recommendations lead the governing councils and student leaders to embrace self-governance through a number of action steps, including the establishment of a Task Force that will provide oversight and structure to a five to seven year strategic and operational planning process, appropriate alignment of the governing councils to their parallel national resources, a challenge to aggressively address the negative image issues that exist as related to the Fraternity/Sorority Community, and to establish Community-wide solutions including programming, peer adjudication, peer education programs, and comprehensive advisement for chapters. Additional observations and recommendations are also offered to develop an institutional support structure that will ensure the success of these student initiatives.



EMORY
UNIVERSITY

IV. Opening comments

A. Process and Site Visit

1. **Process:** Vice President and Dean for Campus Life Dr. Ajay Nair and Dean of Students Dr. Bridget Guernsey Riordan engaged Dr. Scott Reikofski to visit the campus as a consultant to assess the current status of the Emory University Fraternity/Sorority community and make recommendations. The Emory Sorority/Fraternity community has had consultative processes in the past that resulted in the development of the Phoenix Plan in 1996, and the Emory Greek Life Task Force Strategic Plan in 2008. Drs. Nair and Riordan indicated that they felt it was appropriate at this point for a new consultative perspective, and recommendations that would guide the next chapter of the growth and evolution of Emory's fraternity sorority community.
2. **Site Visit:** Dr. Reikofski visited the Emory campus from 5:00pm on Wednesday, March 20, 2013-4:00pm on Friday, March 22, 2013. Dr. Riordan and her staff had arranged a full schedule of sessions with a variety of key individuals for Dr. Reikofski to interview, including the following:
 - a. Victor Rudo, past IFC president and Greg Reith, young alumnus
 - b. Jeff Tate, Residence Life Operations
 - c. Heather Zesiger and the Office of Health Promotions staff
 - d. Megan Janasiewicz, Director of Sorority & Fraternity Life
 - e. Leaders from all four Greek Governing Councils
 - f. Matt Garrett, Student Leadership and Service; Dr. Michael Shutt, Lesbian, Gay, Bisexual and Transgender Life; James Francois, Multicultural Programs & Services
 - g. Eric Hoffman, Student Conduct
 - h. Jason Stern and the InterFraternity Council Officers
 - i. Lauren Browning and the InterSorority Council Officers
 - j. Cat Muse and Emory's National Pan-Hellenic Council Officers
 - k. Alumni Advisors of the Chapters
 - l. Dr. Riordan and Megan Janasiewicz
 - m. Kayla Hamilton, Ambra Yarbrough, and Ryan Roche, Residence Life
 - n. Carolyn Livingston, Office of the VP for Campus Life
 - o. Andy Wilson and members of Task Force on Academic Engagement in Residential Education
 - p. Grace Xia and the Multicultural Greek Council Officers
 - q. Nelson Adams, Alpha Phi Alpha Fraternity, Inc.

B. Values Based Organizations

1. Fraternities and Sororities exist on over 600 campuses nation-wide, having their roots back to the College of William and Mary in December of 1776. While each individual inter/national organization has its own ritual, creed, set of core values, and administrative structure, all hold Scholarship, Service, and Brother/Sisterhood within their core values. For many years, fraternity and sorority involvement was the primary opportunity for student activity and engagement where members learned leadership skills, gained experience in

self-governance, and was the primary vehicle for community service and philanthropy, as well as debated issues of the day, discussed curriculum and coursework, and developed strong fraternal bonds with their peers. Today, fraternities and sororities continue to exist and provide such opportunities for their members. However, as programs on Service Learning and centers for Leadership Development have become regular elements on almost every campus, fraternities and sororities have increasingly struggled to find or maintain a meaningful niche within student culture, clinging only to the social element for which they have become inextricably linked. These organizations still maintain their values-based nature, though how, where and with whom they express and live their values is often elusive. Their collective reputation is mixed in terms of their contributions to the development of their members, and while they are seen as positive contributors of institutional involvement, loyalty and service, they are also negatively perceived as anti-intellectual, elitist, and mired in hedonistic pursuits. Not unlike most campuses, the sororities and fraternities at Emory University have become known solely as a social outlet, and seek to redefine their *raison d'être* within the Emory University milieu as well as within the contemporary student culture.

C. Self –Governance

1. Sororities and fraternities provide a valuable component of student life on every campus, and at Emory, that is no different. However, fraternities and sororities have also become a potential liability. If fraternities and sororities are to be seen as a constructive partner and contributor by and for the Emory University community, it is incumbent upon the leadership of this community to take control of its own destiny, to reaffirm the shared values, and delineate a future for the community that is compelling and is consistent with Emory University mission, values and direction. They must fully embrace the opportunities of self-governance. It is up to the community itself, with the support of the institution, the alumni/ae, and the inter/national organizations, to redefine itself to meet the needs of contemporary students while partnering with Emory University.

D. Fraternity/Sorority Community Role in Emory's Strategic Future

1. Emory University, like all great universities, seeks to provide a fully integrated learning environment. The institution, through its offices, services and student development challenge and support provides a foundation upon which these students and their organizations can explore and realize their potential. Campus Life offices should discuss this report and actively determine which areas they are uniquely positioned to assist with, as well as determine what they collectively can offer to OSFL and the governing councils as they embark on an ambitious agenda. Beyond Campus Life, other areas may be of great assistance to these efforts as well, including but certainly not limited to Alumni and Development, Campus Security, and various faculty members.

V. Emergent Themes

Through the interviews conducted on March 20-22, 2013, a number of relevant themes emerged that underlie the issues and recommendations of this report. In no particular order....

- A.** The four governing councils of the Fraternity/Sorority community lack of a clear sense of identity, direction and self-governance. Some strong leadership exists within the councils, but even a strong leader needs a vision and understanding of where the organization needs to go, the leadership their organization requires, and what the constituent chapters of each organization need to be successful.
- B.** Due to the inordinate turnover and inconsistent leadership within the Office of Sorority and Fraternity Life, there is little trust or relationship between students and this important primary resource. The current director has just completed a year, most of which has been spent starting to rebuild those relationships, but having started in a huge relationship deficit, a great deal of work still needs to be done. In addition to re-establishing credibility and relationships with students, the Director of OSFL and her supervisors need to formalize a mission, vision and staff structure for optimal support. A hallmark within that mission and vision must be providing consistency in advising, and finding a balance between being a champion and advocate for students and their organizations, and building a culture of accountability. The Office also has work do to in terms of building credibility and collegiality with other Campus Life Offices. Finally, once much of this work is done, there is a need to develop a succession plan for eventual staff turnover, etc.
- C.** There is a tremendous amount of distrust by students of color for the institution, particularly Black/African American students. The center of the resentment lies with how they are used in recruitment/admissions events as well as a lack of perceived support and resources. This feeling is intensified as they have seen the disciplinary action against Alpha Phi Alpha, Delta Sigma Theta, the Black Student Alliance, and other organizations as well as other recent incidents. There is an urgent need for an opportunity to clear the air, for students to be heard, and for invested student leadership to work collaboratively with the administration and faculty to build partnerships moving forward. Much of the feedback also indicates a desperate need across the board for cultural competence training, a baseline education about each other that includes educating majority students on “white privilege”. This divide is only exacerbated by the perceived separation of IFC and ISC chapters, activities and functions from MGC and NPHC chapters. A very small percentage of students of color exist on the main campus which seems to magnify the negative perceptions. There is no place for black Greeks to step, stroll or congregate—the space was taken away from them and they were told it was because they would “wear down the bricks”. An extension of this is the inequity in terms of resources and programming money afforded to students of color.
- D.** The institutional commitment to Greeks is mixed. It is perceived as supportive from upper levels of the institution, but from mid-managers, most student services offices, and faculty it is

Emory University—Sorority Fraternity Community Consultation 2013

the prevalent attitude is negative to mixed at best. Fraternity and sorority organizations and individual student engagement with Campus Life offices is strained or non-existent. There are issues of trust as well as mutual misunderstanding on many levels. It seems there could be opportunities for these strong leaders to work with offices on assessment and the upcoming accreditation visit to build understanding and collaboration with offices and services.

- E.** From across the institution, the Fraternity/Sorority community has a poor image; there is great misunderstanding of purpose and benefits of the Fraternity/Sorority community. From within the Sorority/Fraternity community, there is a lack any sense of identity, and a lack of purpose beyond “social.” This community needs to internationally return to core values as well as to collectively explore and find its unique niche within the Emory Community. Many students are seeking much more than just a social scene. Fraternity/Sorority campus engagement is lacking, especially considering that they comprise over 30% of the undergraduate population. Their presence should be seen specifically in leadership and service programs and academic engagement across the board. Virtually all of the administrators and faculty interviewed said that the Greeks do not realize or take seriously the impact they have on campus and on undergraduate culture—both positive and negative. Sororities and fraternities are missing their potential in terms of shared values, leadership, community support and all positive contributions they are capable of making.
- F.** Given that fraternities and sororities comprise 30%+ of the undergraduate population, the Office of Sorority and Fraternity Life is inadequately staffed. There is a need to develop an OSFL staffing model that addresses the intricacies, breadth and depth of Fraternity/Sorority advising.
- G.** Sorority and fraternity governance and members should be more engaged with academic life at Emory. While the students say they would like increased interaction and support from faculty, they also need to realize that such interaction is a two way street. Faculty and those involved in academic engagement need to encourage student involvement and guide students in a way that allows for substantive contributions, but students need to show appreciation, energy and commitment to these initiatives too, reaching out to meaningfully engage faculty. Greeks need to see themselves an important element in the fully integrated learning environment, to envision their organizations as living/learning environment and not just what drives Emory’s social scene.
- H.** A well-managed Sorority/Fraternity community always includes strong, coordinated advisement. Emory’s community could be exemplary in that, though what advisement exists seems disjointed, undeveloped and uncoordinated. Advisement within the Emory model would exist on multiple levels. The extreme turnover with OSFL likely has had a negative impact on all levels of potential advisement, but now moving forward that should change and stabilize.
 - 1.** Alumni Advisement: Alumni seem dedicated and willing, though it seems that they are inconsistently trained and coordinated...with each other or with OSFL. I believe that many of them would be excellent advisors and resources for their chapters.

Emory University—Sorority Fraternity Community Consultation 2013

2. Faculty Advisement: While at many select research institutions, it is often difficult to engage faculty in advising student organizations, I do not get that same sense at Emory. I believe however that a specifically defined faculty advisor role does not exist.
 3. For those chapters who are fortunate enough to have university managed houses, the house director role seems to be lacking in terms of substance. A position description exists for this role, yet the impact of these individuals on the organizations seems to be minimal. And the perception from Campus Life offices is that the house directors do not report much. I don't know if much of the behavior is addressed internally and therefore externally it is perceived as being ineffective or non-existent. I do think that these individuals are in a position to help with academic engagement and their work must be intentional, tied to organizational and Emory core values, and whatever role the fraternity and sorority community is to play on campus.
- I. Alcohol appears to play an extensive role on the Emory campus, and not just within the Fraternity/Sorority community. It seems that “social” and “alcohol” is synonymous. There also seem to be inconsistent messages and expectations across the institution in terms of the appropriate role for alcohol to play in campus culture, and the management of alcohol and social events in general. Schools and graduate students not setting a positive example for undergrads.
- J. The Student Conduct system, while well understood by some of the administration, lacks in clarity for others within the administration and faculty, and is completely lacking in transparency and consistency from a student perspective. It is difficult through the website and other resources to understand the difference, if any, between how conduct situations are handled for individuals versus organizations, how or if it is handled within the Fraternity/Sorority community, and if there are differences in the way Fraternity/Sorority discipline is handled as compared to other organizations.
- K. A plethora of housing/facilities related issues exists.
1. The rising costs of the overall collegiate experience, many, including students and alumni are questioning stewardship of tuition dollars. The rapidly growing overall cost for fraternity housing is a deterrent for the recruitment and the fraternal system.
 2. Campus Services and its management is seen as a major issue and the way it is managed currently is universally seen as a waste of money. It is perceived that janitorial services go unsupervised, and that it takes multiple requests for even simple actions to be completed. It is perceived that a separate standard of care as well as level of commitment exists between residence halls and Fraternity/Sorority housing. Fraternity/Sorority house occupants are unable to have access to any cleaning supplies that would allow them to clean up after themselves. Chapters report to have been charged for mistakes that Campus Services staff make. Chapters would like to invest in amenities purchases, but have been told that such purchases will be confiscated, thus disengaging students and alumni in any investment of upkeep or improvement of the living conditions. There was a consistent call for benchmarking these Emory services with similar services at peer institutions.

Emory University—Sorority Fraternity Community Consultation 2013

3. The administration of the Fraternity/Sorority housing seems to treat these units more as a hotel than a potential educational unit. Perhaps this could be addressed with the House Director comments above.
 4. There is a growing concern about the inequity and lack of housing for fraternities and sororities, particularly if the community is going to grow at all. This is particularly a concern given that there is a perception that the institution has made it clear that no additional Fraternity/Sorority related housing will be developed. There is a need for a greater variety of sizes and configurations given the varied sizes and needs across the Fraternity/Sorority community. Perhaps for smaller organizations, non-residential meeting lodges could be considered.
 5. A couple of interviews said that current facilities structures and configurations have a very difficult time attracting upperclassmen to live in. Yet one of the others said that the current residency on “the row” is almost equally distributed across sophomores, juniors and seniors. Clearly inconsistent perceptions of the current and future housing needs of the system exist. Perhaps this should be assessed so that staff knows more explicitly what they are dealing with.
 6. The Phoenix Plan is seen as a smart move, and though it may be time to revisit housing issues within the scope of current issues, as a twenty-year follow up. Similarly, there is a call for regular, objective maintenance inspections as well as a full facilities audit and strategic plan developed.
 7. There were also reports of chapter property stolen by unregulated summer groups with little or nothing being done to rectify the situation. It is to the point that several of the chapters rent off-campus storage units and transport all valuable property to and from those units at the closing and opening of each academic year.
- L.** No relationship, collaboration or support exists between the campuses cultural resources and the culturally based fraternities and sororities. From the student perspective, students go elsewhere for their cultural connection and identity, and only engage with the culturally based fraternities and sororities for social part of their social outlet. That situation only contributes to difficulty in culturally based sororities and fraternities attracting membership as well as engaging in meaningful appropriate cultural activities and deeper interpersonal relationships.
- M.** It is very clear that there is a need for institution-wide education and building a shared understanding of University policies, protocols, and expectations of staff and faculty in addressing violations, how and when it is appropriate to engage Student Conduct. Such training needs to transcend the existing silos and create an shared institutional understanding.

VI. Recommendations

A. Recommendations for governing councils

1. Establish an Emory 2020 Task Force

- a. It is important for the four governing councils, in cooperation with the Office of Fraternity Sorority Life and the Dean of Students' office, to establish an ongoing sustainable task force whose primary focus is the future of the Fraternity Sorority Community at Emory. If the recommendations of this report are followed, this task force would drive the progress of the actions taken. Strategic planning is an ongoing, living and evolving process, and requires a stable body to continue the process moving forward. In the case of campuses, student leaders come and go. While the bulk of the work should be done by student leaders, and the direction of the Fraternity/Sorority community should be self-determined, such a task force would provide the stability necessary for significant organizational change to maintain consistent direction and progress. This task force would also bring personnel and resources to the table that should be instrumental in anchoring the changes within the culture of the campus, the support and services provided by offices, and the standards and leadership of the governing councils.
- b. The size and composition of such a task force must be taken into account, and balanced with representation and care that the Task Force does not exceed a reasonable size for optimal functionality. Recommended members of such a task force include but are not limited to:
 - i. Presidents of the Four Governing Councils
 - ii. Professional Staff of the Office of Fraternity Sorority Life
 - iii. Two to three Fraternity/Sorority alumni, preferably chosen from those actively serving as alumni/ae advisors to current chapters
 - iv. Two standing faculty members
 - v. Director or Associate Director level administrators from the following offices:
 - Dean of Students
 - Residence Life and Housing
 - Campus Services
 - Leadership and Service
 - Multicultural Affairs (who will also represent LGBT issues, or share representation with that office)
 - Public information
 - vi. If possible, one or two representatives of inter/national Fraternity/Sorority headquarters

NOTE: Of these, a mix to represent diverse populations should also be taken into account.

- c. This Task Force should receive a formal charge from the Senior Vice President and Dean for Campus Life that includes specific goals, expected timelines, and line of reporting and accountability. Also, as the Task Force moves forward with their various action plans, the Governing Councils should actively seek to engage and build relationships with a number of Emory centers, academic departments, and resources as appropriate (e.g., Center for Ethics, specific faculty for their expertise).

2. Governing Council Alignment

- a. Each governing council has a “national” organization that serves a similar purpose for inter/national organizations as the collegiate bodies serve local chapters. It is recommended that each examine a potential alignment with the appropriate group to effectively access resources.
- b. The InterFraternity Council (IFC) should explore the certification process outlined by the North American Interfraternity Conference, using the Task Force as a sounding board, to determine if that would serve the local IFC in a positive manner AND the workings of that process and resources are congruent with Emory Institutional expectations for the IFC.
- c. The InterSorority Council (ISC), now that they represent only organizations that are members of the National Panhellenic Conference (NPC), should change their name and fully embrace the NPC Collegiate Panhellenic Council model. The current name mismatch confuses the current ISC leadership and they question whether Panhellenic Council programs and resources apply to them. The OSFL should work with them through this transition and recognize that while the NPC Collegiate Panhellenic Council model may require some alterations to fit Emory culture, the model may give some good ideas and help clarify the role that the ISC/Panhellenic Council should be fulfilling. Finally, recognize that the *NPC Green Book* is filled with *recommendations*, not requirements, and the only required items that must be heeded are the NPC Unanimous Agreements.
- d. The National Pan-Hellenic Council at Emory seems to be aligning fairly well with NPHC expectations, but should regularly assess that alignment and continue building a strong connection to the national body as their structure continues to be refined.
- e. The Multicultural Greek Council should touch base with the National Multicultural Greek Council to get ideas, access resources, and make connection with other similar bodies that are functioning at a high level at various other institutions. Such action should provide MGC leadership with solid information and direction as they continue to establish their own identity, mission and direction.
- f. All councils need to develop signature events, something for which the council becomes known, that exemplifies their mission, purpose and image, and that grows each year.

3. Community Image and Understanding

- a. Based upon feedback, the Sorority/Fraternity Community has an image problem. This problem exists on multiple levels. The community and its leadership often cannot express the purpose, role and relevancy of the Fraternity/Sorority community beyond a

party image. Through the mission and vision statements and the strategic/operational plans recommended here, the Emory 2020 Task Force should work to establish a clear, communicable image for the community as well as a branding and public relations plan. The form that plan takes may be different for the campus community, faculty, student body, perspective students, parents, and the Atlanta community. The foundation of that message should be based upon the varying cultures of those target populations and speak directly to the unique concerns of each population. The message must be aligned with common Fraternity/Sorority core values, Emory University mission and values, and be based in tangible, visible substance. One activity that might be very helpful as OSFL and Council leaders begin this process would be to meet for honest communication with res life staff, campus life directors, faculty and others to discuss real and potential impact (positive and negative) of Fraternity/Sorority community, and gather feedback. Such feedback would be helpful in developing a positive comprehensive image as well as in the development of operational plans.

4. Strategic/Operational Plan

- a.** Self-governance is one of the primary privileges and learning experiences of student organizational involvement and leadership. The Governing Councils need to realize their role in governing themselves, setting their own standards and expectations, and the primary role they should be playing in building a culture of accountability across the fraternity sorority community. The recent National Pan-Hellenic Council statement actually expressed it very well: “We...are here to pick up the boots of our fellow council members and the Emory Community, to hold each other accountable, to make a difference—together.” The role of these governing councils is to define and support themselves and each other. “We charge ourselves and everyone to address what we all see and encourage all to play a vital role in the change.”
- b.** The four governing councils exist for multiple reasons. Each collection of constituent member chapters has a unique structure, a distinct set of purposes, priorities and challenges, and discreet issues that they share. However, all fraternities and sororities are based on scholarship, service and brother/sisterhood, and face common challenges in terms of stereotyping, myths and assumptions, judgment and image issues. Therefore it is imperative that these four councils, in addition to governance and accountability within their own ranks, **MUST** regularly work together to develop, promote and lead a strong community of leaders, scholars and citizens.
- c.** Each governing council should put together their own committee to establish a strategic/operational plan that will define and map the next five to seven years for that council and its constituent chapters. Each plan should include a mission statement and vision for the purpose of the council, and then should address all areas of chapter operations, setting standards of performance and expectations for continued growth and improvement. Each council’s plan should also address the role that governing council will fulfill in the support of their member chapters in meeting these standards.
- d.** Each council is encouraged to have an honest discussion about where their chapters are at this time, but also “think big” in terms of where they envision that their chapters

SHOULD be 3 years, 5 years and 7 years into the future. Establishing organizational standards now but progressively increasing expectations at benchmark times will not only provide structure and guidance for chapters to continually seek to improve the way they conduct business, but also improving the fraternal experience each provides to its members. At the end of five or seven years, the entire plan should be evaluated and a new year plan developed and adopted, based on the contemporary issues each council is facing at that time.

- e. While this is not an exhaustive list, it is a suggested list of chapter operations functions that should be addressed within each plan.

- i. **Recruitment/Intake**

Recruitment and intake structure, process and standards must be consistent with inter/national policies, governing council resolutions and regulations. All recruitment events should be alcohol-free, including any “pre” or “post” event gatherings. Also, involvement on all levels, including recruitment/intake and programming should be considered for the Oxford and Clairmont campuses— seeking consistent policies for all councils. Councils and recruitment counselors should reach out to Residence Life Staff and educate them on various recruitment/intake processes, since they are the front lines with first year students. Residence Life staff end up address and counseling the broken relationships that result from recruitment. Councils need to work together to collectively address issues of pre-recruitment information getting out consistently about ALL opportunities for Fraternity/Sorority involvement within all four councils.

- ii. **New Member Education**

All new member programs must meet Emory standards in terms of length. Each must provide substantive rationale for each activity, and must not include any hazing or any activity that may be construed as hazing. If the inter/national organizations of chapters provide a model program, each chapter must adopt that model program, and any alterations or additions must be approved by the inter/national organization and OSFL. Disciplinary action should be taken on those chapters that exceed the University standard or deviate from their model plans.

- iii. **Academics and Faculty Relations**

Each council should set standards that will challenge chapters to provide solid academic support programs and incentives to individual members, and will encourage those students to reach beyond what they believe their academic abilities may be. Each chapter should build a formal relationship with a member of the faculty, and engage that faculty member and academic support programs in ways that further develop the abilities and success of individual members. Faculty hesitate to interject themselves into student culture. Students need to reach out and take the lead on engaging faculty. Councils may also want to actively seek or work with faculty to develop opportunities for undergraduate research, or at the very least, find ways to spotlight undergraduate research projects. Houses should also actively seek to host seminars and small classes within the chapter houses to break down stereotypes and make houses more accessible.

iv. Service and Philanthropy

As students at Emory University, each student enjoys opportunities and privileges that many others do not. It is incumbent upon us to use our energy, talents and education to give back to the community. Each council should set a minimum per capita level of philanthropic dollars raised as well as a minimum number of community service hours expected of each individual of every constituent chapter. Each chapter, should actively support their inter/national organization's adopted philanthropy or select one from the local Atlanta community. Each individual member should also commit to a minimal number of "hands-on" community service hours. Where that service is focused can be determined by each individual, or coordinated through the Office of Leadership and Service. Each council OR the Office of Sorority Fraternity Life should track these hours and dollars for each chapter every semester. Such data will be helpful in the image and public relations of the Sorority/Fraternity community as well as the greater Emory reports that the Office of Leadership and Service prepares for the Emory University leadership.

v. Leadership Training and Campus Engagement

Leadership and involvement has historically been the hallmark of Sorority/Fraternity involvement. These strategic/operational plans should define and provide for effective leadership development as a means of sustaining the work outlined within the plan internally as well as to provide strong leadership to the councils and individual chapters. Leadership development opportunities should exist through individual organizations, Emory campus offices and services, and beyond Emory at opportunities like SEPC/SEIFC, etc. Leadership training and discussions should also highlight the generalizability of these skills to applications with the professional world, thus helping students to realize and market these skills as they see, internships and professional positions. It may also be very insightful for the Councils to survey the level and scope of involvement of Greeks across the campus. That will likely be a very enlightening measurement as to the real impact that the Sorority/Fraternity community has in the Emory student body.

vi. Technology....websites, social media, communication (external and internal)

The use of technology has become an important staple in the way that effective student organizations conduct day to day business. Opportunities like websites, various social media sites, "group me" text blasts, chapter listservs can all be used to enhance communication, but care should be taken in the use of all of these. The Council strategic plans should include standards and expectations in terms of the technological methods that Councils and chapters may use, both internally and externally. For instance, it may be that Councils, with the intention of building and solidifying positive public information requests each chapter to maintain a positive, regularly updated website. These expectations and standards should be based upon the image developed in #3 above. Even items intended for internal use can accidentally be made public, so all electronic communication should conform to these standards.

vii. Social Management

If the Emory fraternity sorority community wants to be the center of the Emory social scene, the community and each Governing Council should set expectations on how that goal should be met, policies and procedures to be followed that are congruent with Emory policy, prompt cleanup of exterior and interior of chapter facilities and social venues, and how the positives of this initiative can be portrayed. This image needs to be appropriately balanced with all other elements of the community so that the public image of the Fraternity/Sorority community is not entirely based on alcohol and parties, and include the promotion of alcohol-free social events. Each Governing Council, through their own judicial process OR through the Greek Peer Judicial Board should hold peers accountable for policy violations as well as anything else that arises that brings undue negative attention to the community (inappropriate theme parties, treatment of guests, etc.). The Fraternity/Sorority community should also work with Emory officials to work to identify potential spaces for those unhoused chapters and other organizations to be able to host social events. Finally, within each Council's constituent chapters, there may be significant differences in their inter/national policies and thereby some very inconsistent enforcement and expectations. Governing Councils may want to discuss and address these differences as they establish their own policies and practices for social management and harm reduction.

viii. Alumni Programming and Outreach

One of the benefits of a Fraternity/Sorority community to its host institution is that Greek alumni tend to be more involved and dedicated, not only to their chapters, but to the institution. A minimum standard should be set to build and maintain regular, good quality communication with alumni. Councils and individual chapters should work with Emory Alumni Records and their individual inter/national headquarters to coordinate updated alumni records as well as communication. Such alumni news letters should include general updates on the Sorority/Fraternity community, chapter updates, alumni and undergraduate spotlights, and upcoming alumni events, both chapter and Emory general alumni events. Alumni want to know how their chapter and the overall community is doing, hear about improvements and successes, and not constantly be asked for money. Chapters should also design programs that engage alumni to regularly return to the chapter for career advising, mentoring and networking.

- f. Within these strategic/operational plans should be a method to measure improvement and success on each of these measures of chapter operations. Each council should decide if every chapter must meet the same progressive standards, or if each chapter is measured only against itself in terms of progress and improvement? Ultimately the goal is for every chapter to continually be improving on its own performance. As the collective of chapters within a Governing Council all improve, that then allows the Governing Council to raise its collective standards. This would require each Council, in collaboration with OSFL, to track the improvement of each of their constituent chapters, recognize those "wins" for each chapter, hold those chapters that do not participate or

improve accountable, and then to periodically take inventory and raise the collective standards so as to constantly challenge their chapters to keep improving. Councils would be accountable to the Task Force and ultimately to the Dean of Students Office in the manner in which they support their constituent chapters and the culture of accountability they create.

- g. To advance these standards as well as recognize and encourage those chapters that fully embrace the growth and evolution within these plans, the Councils may want to include for each element a minimum standard and then progressively accelerated standards of performance. Whether these are designated as a “grade”; one, two or three stars; a bronze, silver, gold and platinum designations or some other grading system, it will be important for consistent understanding of these initiatives that all four councils use the same designation pattern. Such a structure makes it clear what the minimum expectation is, but also outlines what chapters can do for more advanced performance standards, etc.
- h. Finally, Councils need to recognize that student leaders have a broader understanding and perspective than the average individual members when it comes to the “big picture” beyond the individual chapters to the council, community, student culture and institutional principles. The biggest challenge in any plan like this will be creating a common understanding of the plan(s), the standards and enforcement, and to gain the general support of the average member. Great care should be taken as these plans develop to plan accordingly on how such a level of education and support will actually occur.

5. Community Development and Programming

As four Governing Councils move forward with their unique missions and visions, discreet issues and challenges, standards and goals, it is also imperative that they also come together to collaboratively lead the greater Sorority/Fraternity community. Two actions steps are recommended. First is to establish Fraternity/Sorority Programming Board (FSPB) whose only purpose is to work together, and with OSFL, to program in such a way that brings the community together in a way that transcends and is supported by the separate governing councils. Community-wide programming targets may be a Greek Week program, leadership skills development, an awards/recognition program, community-wide civic engagement; men’s and/or women’s issues related programming (wellness, safety, and career). In reviewing the current structure of the OSFL staff, this programming board may be a great project for the Greek Affairs Fellow to advise. While there is significant interest in functioning as a community, there are few opportunities for MGC and NPHC chapters, students or leaders to get to know or socialize with IFC/ISC chapters and students. This FSPB and established community-wide programming should help to address those issues. The FSPB may also want to create some incentives for chapters to collaboratively program across Governing Council boundaries. Secondly, a desire has been expressed to regularly assemble all chapter presidents. Some councils work with delegates, others with Presidents. There are times as a full community, in matters of governance and planning, that to make any real progress it is necessary to assemble those who have the influence and ability to represent their chapters. The governing councils

should occasionally gather a Council of Presidents together to have these conversations and take action as a full community.

6. Peer Judicial Program

In the spirit of self-governance and building a culture of accountability, the governing councils should establish their own internal peer judicial process. These individual processes would handle only violations or concerns that are specific to those councils, their structure and policies, strategic/ operational plans. Any violations of University policy, inter-chapter issues, or incidents that reflect poorly on the entire fraternity/ sorority community should be handled by the Greek Peer Judicial Board as established in cooperation with the Office of Student Conduct. There is a need to be consistent from Council to Council and in the way that minor and mid-level incidents are handled.

Within these efforts, all councils need to address the misunderstanding and assumption that “all other chapters are violating the policy, why shouldn’t we?” Councils and peer judicial bodies may need to develop a pledge for all to sign, and/or strongly enforce for all policies and practices to gain full support from all chapters across the board.

7. Sorority/Fraternity Mobilization and Collaboration

- a) Use talents and mobilization to develop peer education programs to work with existing offices and services, especially the Office of Health Promotions to co-develop curriculum to address issues on campus. I have seen peer education organizations like Student Together Against Acquaintance Rape (STAAR), Drug and Alcohol Resource Team (DART) be incredibly effective in engaging peers in ongoing, important topical discussions and provide associated education. Councils should also facilitate and advocate for comprehensive training on many of these topics.
- b) Partner with Residence Hall Association, other umbrella groups and Student Government to begin campus-wide conversations/trainings, including sustained dialogues that look not just at the issue, but seeks to address the elements that enable the behavior. Councils could also role model and educate, or at least partner within the Residence Halls on topics like wellness, safety, sports and campus culture, sophomore experience programming, leadership, etc.
- c) Councils should advocate for the development of a parallel residence hall association for the Fraternity/Sorority community that would parallel or work with the existing Residence. Hall Council and Residence Life Department to address Greek student facilities concerns.
- d) Councils should engage RAs/Gas during their training, get them into the houses and build mutual understanding. (Greeks need to realize that these are the ones that counsel first year students through the broken relationships after recruitment. They are also the front line resources for first year students as they begin to inquire about fraternities and sororities, the recruitment/intake process, and what fraternity/sorority life is really like.).

- e) Councils and IFC in particular should also work with various offices to address “black out”/no-contact order at beginning of the year. There is a serious need to address the related concerns, but it is important to also realize the underlying messages being sent. Telling a college student they “can’t” (whether freshman or upperclass fraternity men), they immediately will. Many parties are concerned that the message of the “forbidden fruit” communicates some undesired underlying messages. IFC should enter into honest collaboration with Residence Life, Student Health and other appropriate offices to develop a better message, and perhaps even to commit to providing alcohol-free events that also do not distract from new student orientation and other school opening activities.

8. Advisement

- a) Examine the various sources of advisement in collaboration with OSFL and help to define the skills and scope of advisement the community needs from alumni/ae, faculty, house directors, Campus Life offices, and OSFL specifically. The strategic/operational plan should support, if not require chapters to develop and utilize these various sources and levels of advisement. The most successful chapters are those that have effective advisement that provides effective coaching and support for student leadership, consistency across generations of students, and reasonable reference back to the core values and ritual lessons of each organization.

B. Recommendations for Individual Chapters

1. As governing boards begin their work on these recommendations, it will be important for individual chapters to do a number of things to support those efforts as well as make internal improvements and prepare to meet the standards that the governing councils set for constituent chapters. Each chapter should examine their own organizational constitution and chapter by-laws to be clear on how they should handle internal disciplinary action for individual members. If nothing exists, they should develop an internal standards board, amend their bylaws to include that, and begin to grow a culture of accountability. One of the greatest lessons to be learned in a fraternity or sorority is that the actions of one impact and reflect upon many. Individual members can and should be held accountable. That can be done in a loving, brotherly or sisterly way, but it does need to be done.
2. As each governing council moves forward, if they put together committees or task forces and ask for members of the chapter to serve on those, each chapter should put up their best leaders, brothers or sisters who are thoughtful, insightful and forward-thinking. Those committees will be charting the future of your part of the greater Sorority/Fraternity community. Place that work in the hands of the best and brightest of your chapters.
3. As the strategic/operational plans of each Governing Council begin to take shape, each chapter should examine their own values and develop individual chapter operational plans and specific action strategies to accomplish each goal. Help can be available for each

chapter through this process by the Governing Council itself, alumni/ae advisors or members of the Office of Sorority Fraternity Life and/or the Dean of Students office.

4. Each chapter should also engage their alumni/ae advisor(s) within these conversations as well to be sure they understand what is going on within the chapter. Those advisors usually serve as the element of continuity as students' progress through the chapter and graduate. These advisors may also have some valuable skills and insight that would make the chapter's operational plan more effective and robust.

C. Recommendations for the Office of Sorority Fraternity Life (OSFL)

1. The optimal management of a Fraternity/Sorority community is a communicative, fully collaborative relationship between 1) the University and its resources (represented and coordinated by OSFL); 2) inter/national organizations and their professional staffs; 3) alumni/ae advisors (who provide the "internal" consistency and coaching and are present to relate all issues back to the core values and ritual); and 4) the student leadership of both the individual chapters and the Governing Councils. It is recommended that, based upon that philosophy, OSFL should develop a mission and vision, scope of abilities and responsibility that reflects that philosophy.
2. Within the current OSFL staffing structure, it is absolutely urgent that strong professional of color be hired for the Assistant/Associate Director position, and that everything that can possibly be done to help support them in reaching out to build relationships and trust. With the history of turnover and the incumbent leaving, students feel very little if any security, support, coaching or safety through OSFL. I believe that once a strong, skilled professional is in that position and the current Director continues her outreach, the effectiveness of the office and relationships with all student leadership will rapidly solidify and heal.
3. OSFL should develop structure for organizational discipline and accountability. Transparency and coordination with the Dean of Students Office and the Office of Student Conduct will be essential. It can be done while maintaining the advocacy role for the Fraternity/Sorority students.
4. OSFL should establish training for judicial/standards board members to understand and take seriously their role in building and maintaining peer accountability and judicial processes.
5. OSFL should train Governing Council and chapter officers in necessary leadership skills, policy understanding and organizational dynamics, stressing the important role that these leaders play in self-governance, a culture of accountability, building a positive image of the Fraternity/Sorority community at Emory, and fulfilling the potential of these organizations to their individual members.

6. OSFL should assemble and train alumni advisors, preferably within a progressive executive coaching model of advisement rather than the more paternal, “let’s just keep them out of trouble” model that has historically predominated the alumni advisor ethos. Within that training should be the establishment of a continuous partnership dialogue between the advisors as well as with OSFL.
7. OSFL should meet with existing faculty advisors as well as the Task Force for Academic Engagement, and define the faculty advisor role within the chapters, assuring that it is realistic in terms of what faculty members are able and willing to do with chapters, given their other responsibilities and research.

D. Recommendations for Campus Life/Student Affairs

1. Confirm the composition and develop a charge for Emory 2020 Task Force that will effectively move the institution and the Fraternity/Sorority community forward to where the institution envisions this important and influential element of Emory undergraduate culture. Included in that work should be
 - a) the development of a shared vision of the role, size and scope that, from an institutional perspective, the Fraternity/Sorority community should be striving to meet as they move forward with these recommendations;
 - b) a clear understanding of “academic engagement” specifically as it applies to undergraduate student leaders;
 - c) a set of explicit values, benefits and responsibilities for legitimate recognition of fraternity and sorority chapters (and thereby also addressing a specific, institutional stance on how to effectively address underground organizations);
 - d) determine incentives for councils and/or the entire community reaching specific benchmarks
2. Revisit the institutional alcohol policy, discussing consistent institution-wide expectations in terms of the management of alcohol. Also refine the party registration process to address all alcohol-related events on campus, set standards and frequency of approval; and ensure, consistent monitoring and enforcement across campus.
3. Work to identify and develop spaces on campus for non-housed groups to meet, potentially host socials, etc. There seems to be a lack of such spaces, not only for fraternities and sororities, but for student organizations in general. It may be helpful in diluting the social capital that the fraternities and sororities have on campus when other groups can also be active contributors to the social scene at Emory.
4. Address and assure the commitment to staff and resources for consistent advice/guidance for this large and influential population of Emory undergraduates. This would include a full examination of the staffing model for OSFL.

VII. Follow-up Programming, Training and Resources

A. There is a great deal of work to be done, and while there is superb talent and resources within Emory University, other resources may be helpful. I believe it is imperative that the leaders of the Fraternity/Sorority community build active partnerships and trust with Emory University resources. However, given the extraordinary level of open, frank sharing and investment by these students during my visit, I believe that the use of other external “experts” as resources would not only demonstrate institutional commitment as well as build enthusiasm, skill building, and would warrant the investment. Ideally, as this work moves forward, an effective combination of both will be utilized.

a. Dr. Reikofski’s relevant areas of expertise in training include

- Organizational Change
- Strategic and Operational Planning
- Values Based Leadership
- Executive Coaching Model of Advisement
- Organizational Discipline
- OFSL Staff Development
- Transcending Organizational Silos and Subcultures
- Customized Program Design

b. Also recommended is a fairly new but strong cooperative of leadership and resource professionals known as GrowthGuiders. (www.growthguiders.com) Relevant areas of expertise from them would include

- Strategic Planning
- Values Based Leadership
- Risk Management/Harm Reduction
- Volunteer/Alumni Advisor Training
- Understanding Male Behavior
- Bystander Behavior and Personal Courage
- Powerful Followership

c. The national bodies that are related to these four governing councils (the National Panhellenic Conference (NPC), the North American Interfraternity Conference (NIC), the National Pan-Hellenic Council (NPHC), and the National Multicultural Greek Council (NMGC)) may also be able to provide resources, training and support for their existing governing councils at Emory.

VIII. Final Comments

- A.** There is a significant population of Fraternity/Sorority students who are very disenfranchised, not finding what they were looking for in their Fraternity/Sorority experience or within the existing chapters. These students are living their organization's core values and doing what they can to bring about change from within. But they feel helpless and solitary in attempting to change a culture, address these cultural values and behaviors. These students are confronting a very vocal minority of students who seek only the alcohol and party scene, but who also seem to drive the direction of the chapters and thereby the community in general. Hopefully these recommendations will provide an opportunity to give them voice, or at least address their concerns and help them and their organizations realize their potential. That will only happen when the Office of Sorority Fraternity Life stabilizes in terms of structure and staff, when Governing Councils establish their identity and *raison d'être* and fully embrace the concept of self-governance. Within that self-governance must be the development and maintenance of a strong culture of accountability. Students say they want to govern themselves, to challenge their peers to be better men/women and productive citizens, and to develop the management skills each will find necessary in the work environment. Actions speak louder than words. The time is now for these student leaders to take the tools in hand and create a future for Emory's Fraternity/Sorority community that realizes those dreams.
- B.** Within the various offices of the division of Campus Life, specific resource people may exist who have talents, interest, and specialized knowledge who could contribute significantly to the recommended collaborations and planning. One such example would be Ambra Yarbrough of Residence Life whose personal interests, experience and research has great potential in addressing these situations. It would be worth having all Campus Life directors informally poll their staffs to see if additional such examples could be identified.

Special notes:

Kudos was given to Andrew Christopherson in Development. He clearly acknowledges the important role of Greeks in Emory history, the responsibility that comes of that legacy, and the amazing possibilities that exist for the community. Based upon that, Andrew was mentioned as having been a tremendous help with image projection and fundraising.