

University of Houston

Greek Life Task Force:

Meeting the Evolving Needs of a Diverse Greek Community

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January 27, 2014 (edited)

May 29, 2013

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I. Executive Summary

In late October 2012, Dr. Richard Walker, Vice Chancellor/Vice President for Student Affairs, appointed the Greek Life Task Force to complete a comprehensive review of the fraternity and sorority community at the University of Houston. In the appointment letter, Dr. Walker stated, “As our campus grows, becomes increasingly residential and advances its Tier One status, I firmly believe that the fraternity and sorority community has an essential role to play” (10/23/12). Concurrently, Dr. Walker communicated directly with the national organizations on the current status of Greek Life at the University of Houston. In December 2012, he presented with Jason Bergeron, Director of the Center for Fraternity Life, at the Association of Fraternity/Sorority Advisors (AFA) Conference. During this presentation, they highlighted both the major areas of strength and areas of growth for the community (Appendix G). Dr. Walker also explained the establishment of the Greek Life Task Force and the charge presented to them.

The Greek Life Task Force was charged to provide insight on the current condition of the Greek community and establish recommendations that would encourage the system to meet the evolving needs of UH’s diverse Greek organizations and their membership. To ensure that the issues were viewed from many perspectives, the Greek Life Task Force membership included undergraduate student leaders from the fraternity and sorority community, chapter advisors, faculty members, staff and administrators. While there were faculty members appointed to the Task Force, there is very little input from a faculty members lens within this report due to the limited actual participation in the meetings from other conflicting time constraints.

The Task Force met throughout the spring semester with additional meetings in smaller work teams. Data was collected and shared on the history of the fraternity and sorority community including, but not limited to: membership numbers, scholarship rankings, alumni involvement, housing, and community services. In addition, a limited bench mark study was conducted, the Division of Student Affairs’ five year strategic plan was reviewed, and meetings with governing body officers were held by some of the work teams.

The work teams focused on four general areas: academic/student success, shared governance/expectations, growth, and community. Each work team was provided statements from the original charge to frame and build the context in forming the final recommendations.

The Greek Life Task Force presents the following overall recommendations for consideration with greater detail and additional recommendations later in the report:

Academic and Student Success

1. Chapters should have active faculty advisors to provide academic support.
2. Establish a greater focus on education by creating an academic resource web page embedded within the Center for Fraternity and Sorority Life.
3. The Center for Fraternity and Sorority Life work with each Greek governing council to establish or reinforce academic standards for new and continuing members.
4. Establish a mid-term grade reporting mechanism.
5. Develop a financial incentive scholarship program to reward Greek chapters and members that are performing above average academically.

Shared Governance

6. Form a Greek council that is representative of all five existing Greek governing councils.
7. Explore the feasibility of establishing a comprehensive judicial board in collaboration with the Dean of Students Office.
8. Establish a set of minimum chapter standards that are uniform and equal for each council and each group.
9. Increase Greek participation in more school activities.
10. The Center for Fraternity and Sorority Life should explore the feasibility of requiring chapters to register annually and meet a newly established Greek Standards for Registration.
11. The Greek Council should explore the feasibility with New Student Orientation an opportunity to “showcase” the true meaning of brotherhood and sisterhood.

Growth

12. To provide support to increase community-wide membership to 2,000+ members (5% of active enrollment) by the Fall 2016 semester.
13. Thorough review of all council and university expansion policies related to fraternity/sorority life to ensure that Division of Student Affairs /Center for Fraternity and Sorority Life is included and/or driving expansion decisions when appropriate

Community

14. Centralize all marketing efforts to Center for Fraternity and Sorority Life for marketing the entire Greek experience, and provide targeted marketing efforts to the following populations.
15. Increase programing to increase the quality of the Greek Life community.
16. Increase the opportunities for greater community-wide input.
17. Inquire and investigate the “service” component of faculty tenure and promotion to determine if serving as a chapter advisor would be credited as a service venture.
18. Establish a set of basic expectations or standards for all registered chapters. Explore the feasibility of including a requirement for a specific Grade Point Average (2.5 or higher) for members (new members, exiting members) and a comparison chart for all chapters.

The Greek Life Task Force was given the short time frame to accomplish its review and therefore had limited opportunities to seek feedback from constituent groups of the fraternity and sorority community. It is strongly suggested that an overview of this report and the recommendations be presented to each of the governing councils, the chapter presidents, and the chapter advisors. These forums should take place during the first few weeks of the fall 2013 semester. During the forums, feedback should be collected and the reviewed by the Greek Life Task Force with an expectation to incorporate the feedback accordingly. A final set of recommendations should be resubmitted to Dr. Walker no later than November 1, 2013 for his consideration. This would then conclude the work of the Greek Life Task Force.

The Greek Life Task Force also recommends that under the direction of Keith T. Kowalka, the Assistant Vice President for Student Affairs, and Jason Bergeron, Director of the Center for Fraternity and Sorority Life, an advisory board be established to initially develop a timeline for implementation of the final set of recommendations along with assigning a responsible party to be held accountable for the implementation of the respective recommendations. The advisory board should have representatives from each of the governing councils, alumni/chapter advisors and staff from the Center for Fraternity and Sorority Life.

The Greek Life Task Force believes the following timeline provides a good starting point for consideration by the new advisory board:

1. < 2 years
2. 2-4 years
3. 5 – 9 years
4. > 10 years

The advisory board should also recommend a set of a reporting mechanism designed to share updates with the stakeholders of the Greek Community on the progress of implementing these recommendations. These updates would then provide opportunities to annually review these recommendations at established fraternity and sorority leader retreats and alumni advisor meetings. The partnership between the Center for Fraternity and Sorority Life along with the student leadership of the five governing councils and each of the recognized chapters creates multiple opportunities for student engagement and to advance the role of the Greek Community at the University of Houston.

In closing, the members of the Greek Life Task Force appreciated the opportunity to serve and look forward to continuing their support of the fraternity and sorority community at the University of Houston. Members of the Task Force have indicated their willingness to serve in a similar capacity in the future pending the decision to create an advisory board to assist with the implementation of the final recommendations. The Greek Life Task Force predicts a long standing presence of the fraternity and sorority community at the University of Houston as it continues to support student success, develops greater impact on the University community, and increases its overall membership.

II. The Greek Community at the University of Houston

The University of Houston has an enrollment of approximately 40,000 students (approximately 30,500 undergraduate students in spring of 2013). The mission of the institution is to “offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting.”

There has been consistent, albeit slow, membership growth within the fraternity and sorority community, beginning at 964 individuals (2.67% of the total student enrollment) in Fall 2008 to 1,237 individuals (3.05% of the total student enrollment) in Fall 2012. There has also been a significant growth in the number chapters for several councils over the last five years, moving from 40 chapters to 46 chapters in total since 2008. The Interfraternity Council (IFC) has seen the most noticeable growth, going from 335 members in 2008 to 579 members in 2012 (72% increase) as well as from 10 chapters in 2008 to 15 chapters in 2012 (50% increase). Conversely, there has been no expansion with the Panhellenic (sorority) community and National Pan Hellenic Council (NPHC) has lost several chapters over this same time period.

Though there has been strong growth in some areas of the Greek community, as this report details, there also remain several major challenges facing the community. The Greek Life Task Force has identified, as examples, the following critical issues facing the Greek community which must be addressed by both the chapter and governing council leaders in partnership with their respective alumni and the dedicated staff in the Center for Fraternity and Sorority Life:

1. Academic success – both from a GPA and a retention/timely graduation perspective – must be addressed. The following is a breakdown from the Fall 2012 scholarship statistics:

Current GPA Statistics			
	Fall 2012 Term	Cumulative	Population
Campus GPA (Women's)	2.92	2.90	15730
Campus GPA (Men's)	2.75	2.79	15673
Campus GPA (Overall)	2.83	2.84	31043
Greek GPA (Women's)	2.87	2.91	518
Greek GPA (Men's)	2.61	2.70	719
Greek GPA (Overall)	2.72	2.79	1237

2. Collaboration between chapters and councils is a significant area of growth; and,
3. It is also recognized that some chapters and non-Greek-affiliated individuals have expressed a disconnect between the students who are Greek affiliated and the rest of the campus as a whole.

The Greek Life Task Force report outlined additional challenges facing the fraternity and sorority community and a series of recommendations to address them over the next few years.

III. Formation of the Greek Life Task Force

To examine these issues, among others, Dr. Richard Walker, Vice Chancellor/Vice President for Student Affairs, created the Greek Life Task Force in October of 2012. The following items were identified as key areas of focus for the Task Force during generation of a report:

1. The degree to which fraternities and sororities at UH contribute to the overall educational experience of their members
2. The desired structure and organizational relationship between the university and social Greek organizations
3. The minimum standards for continue university recognition
4. The founding principles and ideals of UH Greek chapters and compare the current and desired focus and adherence to these principals and ideals
5. Scholarship and academic achievement of UH fraternities and sororities
6. Measure that would render increased accountability and good citizenship
7. Leadership standards among Greek organization members
8. The current Greek culture and make recommendations for change
9. Resources necessary to support change
10. Structure, management, and leadership
11. Strategies to increase membership and support growth

The Greek Life Task Force membership was designed to include multiple perspectives on the fraternity and sorority community and included undergraduate student officers from the governing councils, alumni advisors, faculty, staff working directly with the Greek community and administrators from the Division of Student Affairs. The original members appointed to the Greek Life Task Force (GLTF) included:

Daniel M. Maxwell, Associate Vice Chancellor/Associate Vice President for Student Affairs (Chair)
 Crystal Aguilar, Member, Chi Upsilon Sigma Latin Sorority
 Jonell Ault, Advisor, Phi Mu
 Jason Bergeron, Director, Center for Fraternity and Sorority Life
 Megan Francis, Greek Housing Coordinator, Center for Fraternity and Sorority Life
 Jeff Fuller, Director, Student Recruitment, Office of Admissions
 Aly Holmes, Member Delta Gamma Sorority
 Micah Kenfield, Program Coordinator, University Center (administrative assistance)
 Keith T. Kowalka, Assistant Vice President for Student Affairs
 Dr. Monica McHenry, Associate Professor, Communications Disorder
 Dr. Lyle McKinney, Assistant Professor, educational Psychology
 Andrew Pate, Member, Sigma Chi Fraternity
 Khyl Pena, Member, Sigma Beta Rho Fraternity; Vice President, Multicultural Greek Council
 DuJuan Smith, Assistant Dean of Students
 Andrea Turner, Advisor, Pi Kappa Phi Fraternity
 Taylor Vigil, Member, Delta Upsilon Fraternity; Vice President for Service, Interfraternity Council

Unfortunately, both Drs. McHenry and McKinney were not able to participate. Dr. Larry Williams was asked to serve on the Task Force and, while he could not participate by coming to the majority of meetings, he did participate in a limited manner during committee meetings and via email. In addition, neither Andrew Pate nor

Khyl Pena actively participated in the Task Force meetings; Mister Pena remained on the Greek Life Task Force listserv and, on occasion, provided some input.

In order to accomplish these goals, the Greek Life Task Force divided into four work teams with a specific focus based on different aspects of the charge as delineated:

1. Academic/Student Success
 - a. The degree to which fraternities and sororities at UH contribute to the overall educational experience of their members
 - b. Scholarship and academic achievement of UH fraternities and sororities
 - c. Resources necessary to support change
 - d. The minimum standards for continued university recognition
2. Shared Governance/Expectations
 - a. The desired structure and organizational relationship between the university and social Greek organizations
 - b. The minimum standards for continued university recognition
 - c. The founding principles and ideals of UH Greek chapters and compare the current and desired focus and adherence to these principles and ideals
 - d. Measures that would render increased accountability and good citizenship
 - e. Leadership standards among Greek organization members
 - f. Resources necessary to support change
3. Growth
 - a. Resources necessary to support change
 - b. The structure, management, and leadership
 - c. Strategies to increase membership and support growth
4. Community
 - a. Current Greek culture and make recommendations for change
 - b. The structure, management, and leadership
 - c. The desired structure and organizational relationship between the university and social Greek organizations
 - d. Resources necessary to support change

The Greek Life Task Force met eight times prior to the generation of this report with each of the work teams outlined above hosting additional meetings as necessary. In brief, the Greek Life Task Force moved through several significant 'stages' during the process in order to generate the report. The Task Force began its first couple of meeting with a review on background information on the overall Greek community and then additional materials were provided for review electronically. In addition, a limited bench mark study was completed to give context to the work teams in forming some of their recommendations. A full archive of minutes to the Greek Life Task Force meetings is provided in Appendix E.

IV. Housing

The Greek Life Task Force was also asked to consider the future of Greek Housing at the University of Houston. After a briefing from Dr. Walker on March 6, 2013, members of the Task Force were asked to provide the chairperson with initial thoughts on possible future options with additional housing for chapters. The following is a synthesis of the discussion followed by recommendations for the future of Greek housing at UH:

1. Status Quo - There are currently 4 models for housing:
 - a. No Housing- most of our chapters fall into this category. Currently none of our NPHC, MGC, and LGC groups have housing as well as some IFC groups
 - b. Informal Off-Campus Houses- several IFC and one MGC group have some sort of house off campus housing that they self-identify as chapter housing but they are not formally recognized by any national organizations or house corporations.
 - c. Formal Off-Campus Houses- One IFC group (Sigma Chi) owns a large fraternity house off, but adjacent to campus and Bayou Oaks that is managed by their own organizational structures.
 - d. On- Campus Townhouses- Currently 14 Greek-letter organizations (6 HPC and 8 IFC) reside in townhouses at Bayou Oaks with the 15th townhouse currently occupied by the Baptist Student Ministries organization. Beginning in the Fall of 2013 the townhouses will be managed by the University's department of Student Housing & Residential Life and all organizations will be required to have a Housing Corporation that signs a master lease on their behalf. In Fall 2013 all 15 townhouses will be filled by Greek organizations (6 HPC and 9 IFC). University staffs feel this is a positive housing model for the current state of our Greek community, but the students do have some concerns about the townhouse model. Those concerns center around a lack of privacy both in double bedrooms and with walls shared by other groups, and a lack of freedom to do what they please without regards for safety or the wellbeing of others.
2. Housing Needs – It is important to think about what the current need is and what the future needs will be as the University as the Greek community grows:
 - a. Current Needs
 - i. The townhouses meet the needs of the large and established HPC and IFC chapters.
 - ii. Some smaller IFC, MGC, LGC, NPHC chapters have expressed interest in having some sort of housing space on campus. Student Housing & Residential Life has indicated that they are willing to providing non-townhouse living spaces in Bayou Oaks or other residence halls on campus. Currently none of these groups have taken housing up on this offer. It is the opinion of the Greek Housing Coordinator that this could be because there is not a clear process to be shared with students on how they could make this option a reality for their organizations. It is important to remember that many of these small organizations have small advisory boards so the students are left to navigate the university system for themselves on these types of issues.

- iii. Colonies or other interest groups are not eligible for housing until they have received their charter.
- b. Future Needs- As the community grows so will the need for Greek housing. These needs can be broken into four types; New or Small Chapter Space, Established or Large Chapter Space, Mature and Extra Large Chapter Space, Meeting and Programming Only Space
 - i. New or Small Chapter Space
 - This space would be intended for small organizations that do not have the membership to fill a 13 bed townhouse, or organizations who would like to establish an occupancy record with the university in hopes of one day living in a townhouse or other space that requires Housing Corporation and Master Lease. This space could also be used for used for groups who are very close to chartering if the university desired.
 - New or Small Chapter spaces could be housed in the Bayou Oaks apartments or similar space. This type space would allow organizations to choose how many beds they can fill in increments of 3-4.
 - Since this space will be limited to living space with small common rooms, it will be important to think about what space the chapters have to host chapter meetings and other events.
 - It would be ideal if there was a storage place provided for these groups to store their chapter belongings.
 - ii. Established or Large Chapter Space
 - This space would be for groups who wish to house between 13-25 members in the townhouse type environment with an established House Corporation and a Master Lease Agreement.
 - If the university chooses to build more of these types of townhouses it is recommended that the townhouses not be connected. The students have very strong negative feelings towards connected housing. It will be a hard sell to get the students to buy into connected townhouses or any kind.
 - iii. Mature and Extra Large Chapter Space
 - These spaces would be for groups who wish to house 30-40 members in a townhouse type environment with an established House Corporation and Master Lease Agreement.
 - While these spaces might be very similar to any new townhouses built for smaller groups the residential style kitchen is probably no longer a feasible option. It would probably be best to consider some type of small catering kitchen for special events or chapter meals with a butler's pantry where residence could store personal food items.

- With 30-40 members living in the house it is safe to assume that organizations will have a membership of 80-100+. Since the chapters will be so large it would probably be best if these townhouses also had a separate self-contained chapter room with a possible ritual closet to hold meeting specific items.

iv. Meeting and Programing Space

- As chapters grow in size and number the need for space to hold chapter meetings and large programing events will grow.
- Chapters will also need space to practice for events and performances such as step shows, showcases, and Frontier Fiesta.
- The current HPC Chapters are showing that a membership of 55-60 is about the maximum that can be facilitated day in and day out in a 15 bed townhouse as they are currently built.

3. Locations

- a. The Bayou Oaks location currently feels disconnected from campus and there is concern that the light rails will only further disconnection. As campus continues to grow and with the talk about possible new on-campus housing being established in this same physical area, the sense of disconnection might dissipate.
- b. Despite the disconnect problems, keeping any future Greek housing in the same Bayou Oaks area will help evolve and strengthen the unity of the Greek community.

V. Summary of the Committee's Work

The Greek Life Task Force, under the coordination of Micah Kenfield, conducted a limited benchmark survey on institutions within the State of Texas and like universities. The return rate on the survey was a relatively low 4 out of 25 (largely owing to the "Greek Week" and other activities occurring at other schools during this same time). A copy of the survey and the responses received is provided for review (Appendix E) and some of the information collected provided some additional context for the final recommendations.

The following are the reports from the work teams on their perceptions of the strengths, limitations, opportunities and challenges facing the Greek community in the respective areas they explored. There are limitations in the work conducted by the teams based on the low number of responses to the benchmark survey, the inadequate time in which to follow up in discussion groups with constituents from the Greek Community, and absence of exploration in to best practices based on the existing research on fraternities and sororities. Nonetheless, it is the analysis from these respective reports that generated the framework to create the final set of recommendations.

Academic and Student Success

The Academic and Student Success work team reviewed the following charges:

- The degree to which fraternities and sororities at UH contribute to the overall experience of their members
- The minimum standards for continued university recognition
- Scholarship and academic achievement of UH fraternities and sororities
- Resources needed to support change

As part of their discussion, the Academic and Student Success work team reviewed the Jelke Report (2008). The Center for Fraternity and Sorority Life hired a consultant, Thomas Jelke, to provide an overall assessment of the fraternity and sorority community in 2008 along with a series of recommendations. Mr. Jelke held formal and informal interviews with varying stakeholders on campus including Greek and non-Greek students, University administrators, University alumni, chapter advisors and other members of the University of Houston Community.

While this report offered many recommendations, it also identified the current pulse of academic and student success. The report observed that the Greek Community was generally underperforming academically, placing chapters at disadvantage on campus. The report suggested that GPAs are below where they should be for Greek members, thus creating a sense of disrespect among University administrators and faculty as a whole. Unfortunately, the academic performance of the collective Greek community has not improved since that time. There two key factors which have contributed to the overall emphasis or lack of emphasis on academic achievement: no accountability from the national organizations and student leaders, at both the chapter and governing body (council) levels, do not feel they have the power to set academic standards or hold organizations accountable to those standards. While the results of Fraternity and Sorority Experience Survey demonstrated that students feel their organizations value academics and are performing well academically, the reality of the scholarship statistics reflects just the opposite.

In 2011, the Center for Fraternity and Sorority Life instituted a Fraternal Excellence Program to integrate the core principals of fraternity and sorority membership. These core values represent not only learning goals of the chapters and each individual member but also of the university and its commitment of providing meaningful experiences outside the classroom. Additionally, the Fraternal Excellence Program allows chapters to critically

think about their success and challenges through a self-reflection process to see how activities, mission, goals and objectives are aligning with individual chapters. One area in the program review is Intellectual Development. This allows chapters to develop and maintain a scholarship program for its members that will enhance their student success.

The following are the identified strengths, limitations, opportunities and challenges of/to the fraternity and sorority community in respect to academic and student success:

1. Strengths

- a. Some chapters are trying to focus on the academic success of individual members, but it is difficult to determine if these actions of making the positive impact desired.
- b. Some chapters are being proactive in their new member education programs to create awareness of academic resources (Writing Center, CASA: Math Lab, Tutoring, etc.).
- c. Some chapters actually monitor academic performance (GPA performance, academic retention of members) of their members.
- d. The Center for Fraternity and Sorority Life collects and reports on council and chapter academic performance. This aids in assisting chapters to gauge their performance both individually and among peer organizations.
- e. IFC has a process in place to assist in holding chapters accountable to a minimum GPA Standard.

2. Limitations

- a. Within the governing councils, there is a lack of focus on the role of the chapter and individual member accountability for academic performance.
- b. The advising structure of many of the chapters does not encourage critical thinking in the area of academic and student success, but instead provide a basic list of dos and don'ts.
- c. There is a lack of academic standards (Full-time enrollment, satisfactory academic progress) among all governing councils which could help aid individual chapters, chapter leaders, chapter advisors and councils strive for increased academic performance
- d. Greek community average Grade Point Average is below the all student average
- e. Chapters and individual members perceive that they are performing at higher level than they actually are

3. Opportunities

- a. By each Greek governing council establishing academic goals, it can reinforce the focus and commitment to education
- b. Creating awareness of existing resources can help councils, chapters and members improve academically and build in their knowledge and learning

4. Challenges

- a. Without setting academic standards, governing councils and chapters will continue to see minimal increases and possible decreases in Greek student academic performance
- b. The National PanHellenic Council (NPC) strongly encourages chapters on the collegiate level to set of academic standards, but strong discourages local councils on the collegiate level to set academic standards for the sorority community.

Shared Governance

The Shared Governance work team explored the following areas:

- What steps need to be taken with the existing Greek councils to ensure that Greek life at The University of Houston improves and grows?
- What are the minimum standards for the community as a whole?
- What are the organizational relationships of the existing governing councils?
- How do we foster a culture of accountability and good citizenship?

In preparing to review the four areas listed above, the Shared Governance provided an inventory of the current Greek Community which includes the five governing Greek councils:

1. Houston Panhellenic Council – 6 chapters
2. Interfraternity Council – 10 chapters and 5 colonies
3. Multicultural Greek Council – 12 chapters
4. National Pan-Hellenic Council – 5 chapters
5. Latin Greek Council – 8 chapters

The Shared Governance work team recognized that each of the respective governing councils provides leadership for their respective member chapters and made special note that the five council presidents meet routinely. Each council has their own executive officers and judicial board, meets regularly with Center for Fraternity and Sorority Life staff, and generally supports events of each governing council. What is missing, though, is an understanding or an appreciation or a commitment amongst the five councils to share in the governance of one, inclusive Greek community. One model in shared governance is a Greek Council which would have independent officers from the existing five governing councils and would have a defined role with the Greek community on shared or common activities, policies and procedures. These activities, policies and procedures could include, but no limited to: hosting President's meetings, new member education programming, officer transition, strategic planning, leadership development, service learning and volunteer activities, alcohol policy, a Greek Judicial Board and so forth. The Shared Governance work team and the Greek Life Task Force recommends exploring options in creating opportunities for all of the chapters and all of the five governing councils to contribute to the collective leadership of the UH Greek Community.

The following are the identified strengths, limitations, opportunities and challenges of/to the fraternity and sorority community in respect to shared governance:

1. Strengths
 - a. Council presidents meet on a regular basis together with staff in the form of Greek eXecutive Leadership Meetings.
 - b. These five councils have functioned independently from one another for years.
 - c. They each have their own executive officers and judicial board.
2. Weaknesses/Limitations
 - a. While this is not seen as a deterrent, there is not a sense that the meetings of the council presidents equates to the possibility of what a true Greek Council could do in creating synergy around a common program, activity or event. A collective leadership where there is shared goals, visions and commitment to one another in supporting student success.

3. Opportunity
 - a. Create a shared governance structure amongst the five current governing councils to establish more equity while providing a new leadership experience in working together as one community. There would have to be the understanding that each council has equal voice and that each is a key player in achieving community growth.
 - b. This newly formed Greek council could make sure that there is a Greek presence at all incoming student events.
 - c. This Council could also work in collaboration with the Center for Fraternity and Sorority Life in relation to strategic marketing efforts to new students about the advantages of the Greek experience at UH.
 - d. Develop an Advisory Board for the Center for Fraternity and Sorority Life which could constituents both in and outside the traditional Greek undergraduate leaders and chapter advisors. The membership could include house corporation officers, faculty, and non-Student Affairs staff, as examples. The focus of the Board could be to provide advice on policy development, standards of excellence, and general issues facing the Greek community at UH.

4. Threats/Challenges
 - a. Breaking a sense of complacency with the status quo. While there may exist some level of commitment to success of each of the governing councils, there appears to be a lack of energy or synergy to the success of the collective community.

Growth

The Growth work team explored the following statements from the original charge in developing their recommendations:

- The minimum standards for continue university recognition
- The current Greek culture and make recommendations for change
- Resources necessary to support change
- Strategies to increase membership and support growth

Since the concept of growth can be both exciting and challenging while causing confusion and concern with “numbers over values”, the Growth work team framed its recommendations within four specific areas:

1. Membership Goals and Milestones
2. Chapter Expansion
3. Unrecognized Groups
4. Marketing the F/S Experience

The committee provides the following five year history including general membership, chapters per governing council, and average membership size of the chapters:

1. There has been consistent albeit slow membership growth within the fraternity/sorority community, beginning at 2.67% of the total student enrollment in Fall 2008 to 3.05% of the total student enrollment in Fall 2012.
 - a. Interfraternity Council: 335 → 579

- b. Panhellenic Council: 300 → 377
 - c. National Pan-Hellenic Council: 103 → 59
 - d. Multicultural Greek Council/Latin Greek Council: 226 → 227
2. Chapter growth has seen significant rise in the Fall 2008 to Fall 2012 timeline as detailed below:
 - a. Interfraternity Council: 10 → 15
 - b. Panhellenic Council: 6 → 6
 - c. National Pan-Hellenic Council: 8 → 5
 - d. Multicultural Greek Council/Latin Greek Council: 16 → 20
 3. The current average fraternity membership of chapters who have chapter housing: 45.6
 4. The current average fraternity membership overall: 35.5

The following are the identified strengths, limitations, opportunities and challenges of/to the fraternity and sorority community in respect to growth of overall membership:

1. Strengths

- a. There is a strong foundation of members as a starting point to grow the membership in the general Greek community
- b. Chapters living in the Bayou Oaks Community perceive there to be a strong identity for what is good in the Greek Community; there is a solid brand of what Greek Life is at UH due to the community of chapters at Bayou Oaks.
- c. The membership in the Greek community is a reflection of the general campus diversity
- d. While there is a wide range of chapters in respect to participation and performance, there are effective pockets of strong chapters that represent the Greek community very well.

2. Limitations

- a. Lack or perceived need for campus participation/integration into campus culture by the general member and student leadership
- b. There appears to be a growing inability ability to articulate Greek experience and recruit new members by current members and student leaders
- c. There exists a pervasive sense by the current members that campus doesn't want to be Greek
- d. Some students feel that university doesn't want fraternity/sorority experience here
- e. There is a lack of organization management and the council level along with little to no organization operations knowledge

3. Opportunities

- a. Partnerships with Admissions and New Student Programs – Access to newly-admitted students
- b. The New University Center, Lynn Eusan Park – new, state of the art, on campus facilities
- c. Movement towards more tradition student body
- d. Partnerships with Student Housing and Residential Life
- e. Partnerships with the Dean of Students through commuter students and parent and family programs

4. Challenges

- a. Stereotypical behavior of Greeks still presents itself.
- b. Expansion of housing opportunities for fraternities and sororities
- c. Growing prominence of fee-funded groups and housing leadership opportunities

Community

The Community work team was initially asked to look into four areas of the original charge.

- Current Greek culture and make recommendations for change
- The structure, management, and leadership
- The desired structure and organizational relationship between the university and social Greek organizations
- Resources necessary to support change

In addition, the Greek Life Task Force asked the Community work team to investigate parent and family involvement and outreach. The current fraternity and sorority community consists of 46 fraternity and sorority organizations. Each organization is required to be a member of one of the 5 governing councils. The Center for Fraternity and Sorority Life, a department within the Division of Student Affairs delegated to support the community has the following staffing structure:

1. Director
 - a. Directly supervise the all full time staff and graduate assistant
 - b. Directly advise IFC
 - c. Oversee all center operations.
2. Activities Coordinator
 - a. Advise MGC
 - b. Advise LGC
 - c. Advise NPHC
 - d. Other special projects
3. Greek Housing Coordinator
 - a. Advise HPC
 - b. Live at Bayou Oaks and assist with on call responsibilities for the fraternity and sorority life community.
 - c. Work with all organizations that reside at Bayou Oaks and assist with any needs that may arise at or with the townhouses.
 - d. Other special projects
4. Graduate Assistant
 - a. Advise Order of Omega
 - b. Plan Night of Celebration
 - c. Facilitate center's marketing plan
 - d. Other special projects

5. Student Staff
 - a. Support the front desk operation
 - b. Answer phone calls and emails that come in to the CFSL email account
 - c. Assist center staff with projects
 - d. Serve as the customer service representative for the center

The following are the identified strengths, limitations, opportunities and challenges of/to the fraternity and sorority community in respect to its community:

1. Strengths
 - a. Greek life provides individual and organizational support system for members
 - b. The emphasis on community service and philanthropies from individual chapters
 - c. Variety of events hosted by respective chapters
 - d. Strong leaders within the Greek chapters
 - e. Greek lettered organizations were founded with an academic success component
2. Limitations
 - a. Lack of Greek life publicity (i.e. Orientation, Welcome Day Programs, etc.)
 - b. No large scale Greek programming
 - c. Lack of knowledge of campus resources
 - d. Needs to improve communication structure for councils, chapters, and members
 - e. Lack of resources available (Meeting space, large events space, storage space, AV equipment, & advertising space on campus)
 - f. Lack of Faculty/Staff and Non-Greek students' understanding of Greek lettered organizations
 - g. No functional definition of the Greek life Community
3. Opportunities
 - a. Create a definition of what it means to be a member of the Greek community. Using this definition, develop a symbolic event where the Greek organizations can take a formal pledge/oath to uphold the UH community standards
 - b. Providing more statistical data to demonstrate successes in the Greek community
 - c. Develop all council advisory board designed to increase communication, promote collaboration, and plan Fall & Spring Greek Weeks
 - d. Create a formal "GO Greek" year round marketing campaign
 - e. Educate Greeks of campus resources
4. Challenges
 - a. Perception of campus culture being against Greeks at UH
 - b. Traditional Greek councils not collaborating with Greek Councils of Color for campus traditions (i.e. Frontier Fiesta, Homecoming, etc.)
 - c. Chapters with small numbers/Fear of chapters becoming extinct
 - d. Conflict between chapters and/or councils
 - e. Hazing & abuse of alcohol during new member programs
 - f. Some councils do not feel the Greek community is a community in its current state
 - g. Chapters are not performing well academically

In respect to parent and family involvement/outreach within the Greek community is varied at best. Currently there is very little parent involvement with in the community. Some organizations individual host parent or family weekend/days. The attendance at these events is poor. The Center for Fraternity & Sorority Life has hosted a session at Parent and Family Weekend the last two years; however, attendance was very low. At the 2013 Order of Omega Initiation 2 students brought members of their family, and the Houston Panhellenic Council has 7 generic questions geared towards parents hidden at the bottom of the FAQ page on their website. Beyond this, there is nothing of note.

V. Recommendations

Based on the review by the work teams, each has contributed a number of recommendations for consideration. It should be noted that some recommendations already come with suggested timelines for completion, but these timelines should be considered “soft” in that within the next section that is a suggested timeline with additional action steps. Each of these recommendations has been thoughtfully forwarded as a way for the fraternity and sorority community to meet the ever changing needs of a diverse community.

The following recommendations have been subdivided by the work team titles and provide some additional detail than the list in the executive summary:

Academic and Student Success

1. Chapters should have active faculty advisors to provide academic support. For this to occur successfully, the opportunity to allow for faculty interaction as a component in the faculty promotion and tenure process is a must. This would encourage faculty to intentionally seek out ways to help students as faculty advisors. Concurrently, review per institutions with faculty advisors for chapters to identify and develop a job description to be used to promote and identify this opportunity. The Center for Fraternity and Sorority Life, the Division of Student Affairs, and Greek governing councils would lead this change. This change should coincide with the decision to require faculty advisors for all registered student organizations.
2. Establish a focus on education by creating an academic resource web page embedded within the Center for Fraternity and Sorority Life. A collaborative conversation with the Advising Coordinators Team (ACT), a group of lead academic advisors in each college can aid in the success of this. The Center for Fraternity and Sorority Life and Greek governing councils would lead this change. This should be able to be implemented in a timeframe of less than 2 years.
3. The Center for Fraternity and Sorority Life work with each Greek governing council to establish or reinforce academic standards for new and continuing members. One way of accomplishing this would be to establish minimum standards or reinforce individual chapter or Greek council standards. The Greek governing councils would lead this change. This should be able to be implemented in a timeframe of less than 2 years.
4. Work with Academic Affairs and the Faculty Senate to review possible implementation of a mid-term grade reporting mechanism. Initially, making this a voluntary pilot program would be effective as many chapters have a process like this in place currently. Identifying chapters with current mid-term reporting would allow the Center for Fraternity and Sorority Life to begin working toward building an assessment for all chapters. The Center for Fraternity and Sorority Life, the Division of Student Affairs, and Greek governing councils would lead this change. This should be able to be implemented in a timeframe of 2 – 4 years.
5. Develop a financial incentive scholarship program to reward Greek chapters and members that are performing academically. This could also enhance the current recognition venue, the Fraternal Excellence Program. The Division of Student Affairs and the development efforts could aid in leading this change by soliciting assistance from UH Greek alums. This process would take 5-9 years to implement depending on current UH development opportunities.

Shared Governance

6. Form a Greek council that is representative of all five existing Greek councils. The council could take on the responsibility of current shared community wide events, serve as the catalyst to increase the presence

of fraternities and sororities at Family Weekend and Homecoming and leadership development programs, and explore new partnerships with Student Programming Board, Residence Hall Association, Student Government Association and Metropolitan Volunteer Program. There are many models that exist with successful joint councils. A work group should be established to determine the feasibility of implementing such a council. This could be implemented in less than two years.

7. While there is a strong recommendation for a Greek Council, as described above, there is still a need for all chapter presidents to continue meeting on a quarterly basis. The Greek Council could assist in facilitating these meetings along with the respective governing council presidents.
8. Explore the feasibility of establishing a comprehensive judicial board in collaboration with the Dean of Students Office. The judicial board could be a function of the Greek Council for larger broad issues. There are many models and best practices across the country. This could be implemented in two to five years.
9. Explore the role minimum/baseline standards can play in community advancement. This would explore not only what baseline standards would be deemed appropriate to promote higher achievement within fraternities and sororities, but also ownership of those standards within the student self-governance system within Greek Life.
10. Increase Greek participation in more school activities. While it could be “mandated” and tracked through the Fraternal Excellence Program (FEP), this is not the intent of this program. Any expectations for suggested, increased or expected participation should be established in a set of Greek Standards for Registration. An example of such a document can be found in Appendix D.
11. The Center for Fraternity and Sorority Life should explore the feasibility of requiring chapters to register annually and meet a newly established Greek Standards for Registration.
12. The Greek Council should explore the feasibility with New Student Orientation an opportunity to “showcase” the true meaning of brotherhood and sisterhood. Since the majority of incoming students and their parents are not coming from a Greek background there is a need to educate both parents and students regarding what is available and the benefits of being Greek. The faculty advisors could also be included in this presentation. The Center for Fraternity and Sorority Life and the Greek Council officers would be responsible for this presentation. This could be implemented in less than two years.

Growth

13. Membership Goals

- a. To provide support to increase community-wide membership to 2000+ members (5% of overall campus population) by the Fall 2016 semester – Institutional
- b. Most significant partners:
 - i. Admissions & New Student Programs
 - ii. Athletics (specifically UH Football)
 - iii. Division of Student Affairs
 - iv. UH Alumni Association

14. Chapter Expansion

- a. Thorough review of all council and university expansion policies related to fraternity/sorority life to ensure that Division of Student Affairs and the Center for Fraternity and Sorority Life is included and/or driving expansion decisions when appropriate.
- b. Start identifying groups that match Division of Student Affairs and the Center for Fraternity and Sorority Life ideologies to discuss future expansion opportunities.

- c. Redefine what “good” organizations are and begin to discuss expansion opportunities in the future with them.
 - d. Outline more specific colony/new chapter support mechanisms and expectations by the Center for Fraternity and Sorority Life and the respective Council.
 - e. Create specific growth plans regarding chapter expansions for PanHellenic and NPHC including specific membership milestones and timelines by the Center for Fraternity and Sorority Life and the respective Council.
15. Unrecognized Groups
- a. Solicit a specific action plan from each affected council regarding their response to fraternities/sororities operating outside of the council.
16. Explore the establishment of a Fraternity & Sorority Legacy Fund in conjunction with DSAES Advancement. This fund can serve as a destination for donations to fraternity/sorority that can be used to fund chapter/council/community initiatives that serve to advance the types of unique experiences offered in fraternity/sorority life (educational programs, leadership development experiences, etc.). The vision is that organizations within our Greek community can submit proposals regarding use of funds, and that a multidisciplinary board of faculty/staff, Greek alumni (specifically donors to the fund), and students would review proposals to determine what initiatives to fund and in what amounts. The AFB structure can serve as a foundation from which to develop this initiative.
17. Marketing the Fraternity and Sorority Experience
- a. Encourage and promote more Greek-specific events on campus (i.e. outside of Bayou Oaks physical space)
 - b. Identify a strategy to use current fraternity/sorority members to outreach to newly admitted students pre/post orientation
 - c. Create a group of current members tasked with reaching out to newly admitted students
 - d. The Councils should explore centralizing all marketing efforts with the Center for Fraternity and Sorority Life for marketing the entire Greek experience, and provide targeted marketing efforts to the following populations:
 - i. New FTIC students
 - ii. Transfer and non-FTIC students
 - iii. Parents and families
18. The Center for Fraternity & Sorority Life, the University Centers and Greek leaders should develop a plan to have a visible display of the Greek community in or around the University Center

Community

19. Marketing
- a. All of the councils indicated that they feel they could recruit more members to their organizations and council if they had more support with marketing. This support ranged from the need for capital materials such as computers and Photoshop software to create their own materials to university wide campaign that encouraged students to “GO Greek”
 - b. MGC, LGC, and NPHC specifically indicated that they struggle to market not only there organization but also there events.
 - c. It is important that the Center for Fraternity & Sorority Life build a marketing plan that specifically supports council membership and encourages students to be a part of the Greek community. This should be done with representatives from the respective governing councils.

- d. Develop a letter for parents highlighting the benefits of Greek life. In addition, develop a parental resource space on the Center for Fraternity and Sorority Life website.
- e. Work in partnership with the Division of Student Affairs and the Office of Admissions to market the Greek Life experience to new/entering students to UH.
- f. Center for Fraternity and Sorority Life could host a parent event during orientation with either the governing Councils or Order of Omega.

20. Programing

- a. We heard over and over again in round table discussions that students felt it was very important to have all Greek programing that was highly collaborative and interactive. Programing is seen as a way to increase the quality of the Greek Life community. Most felt that a Greek Week was the answer, but there are also other innovative larger scale programs.
- b. Establish a Greek Pride Day (Cougar Greek Wednesday). Similar to how President Renu Khator established Cougar Red Fridays, we believe Fraternity & Sorority Life should establish a Cougar Greek Wednesday, where members of Greek lettered organizations are encouraged to wear their respective Greek letters to promoting their respective councils, chapters, and the Greek community as a whole.
- c. Through the roundtables, the students indicated that they lack many of the basic skills and contacts to navigate the university and Greek systems to create collaborative Greek programs. The Center for Fraternity and Sorority Life should explore the feasibility of partnering with the Center for Student Involvement in establishing joint efforts in providing additional leadership development programs for fraternity and sorority members.
- d. Form/create an organization or mechanism that brings together a representative body of Greek leaders with the intent of creating all-Greek programming opportunities. This would most likely be achieved through a “Greek Programming Board” model where the group’s main purpose it to provide opportunities for fellow fraternity/sorority members to engage in educational and community-based programming designed specifically for fraternity/sorority members and organizations. The purpose of this group would not be to govern, but to plan and provide opportunities.

21. Unity

- a. Increase the opportunities for greater community-wide input. This could take many forms such as an all Greek Advisory Board with representatives from the undergraduate leadership both at the chapter and council level, alumni, faculty and staff. Or it could be the newly formed Greek Council. Or it could be an assessment of current meetings or communication models to determine how to increase both the perception and reality of greater community-wide input.

23. Increased Campus Recognition

- a. Inquire and investigate the “service” component of faculty tenure and promotion to determine if serving as a chapter advisor would be credited as a service venture.
- b. If it does not carry any weight in the process, explore options within the system if it is at all possible.
- c. Increase recognition of Greeks at programs where they are in attendance, participating or volunteering

24. Academic Performance

- a. Establish a set of basic expectations or standards for all registered chapters. Explore the feasibility of including a requirement for a specific Grade Point

Average (2.5 or higher) for members (new members, exiting members) and a comparison chart for all chapters.

VI. Next Steps

The Greek Life Task Force Based recommends that an overview of this report and the recommendations stated previously be presented to each of the governing councils, the chapter presidents, and the chapter advisors. These forums must take place during the first few weeks of the fall 2013 semester. During the forums, feedback should be collected and the reviewed by the Greek Life Task Force with an expectation to incorporate the feedback accordingly. A final set of recommendations should be resubmitted to Dr. Walker no later than November 1, 2013 for his consideration. This would then conclude the work of the Greek Life Task Force.

The Greek Life Task Force also recommends that under the direction of Keith T. Kowalka, the Assistant Vice President for Student Affairs, and Jason Bergeron, Director of the Center for Fraternity and Sorority Life, an advisory board be established. The advisory board should have representatives from each of the governing councils, alumni/chapter advisors and staff from the Center for Fraternity and Sorority Life. This board would assess the recommendations and establish start dates for each within a defined timeline. An overall suggested timeline for implementation is as follows:

- < 2 years
- 2-4 years
- 5 – 9 years
- > 10 years

In addition, the advisory board should recommend a responsible party to be held accountable for the putting respective recommendations into practice. The stakeholders who could be assigned are as follows, but not limited to: Chapters, Alumni, Greek Governing Councils, Center for Fraternity and Sorority Life, Division of Student Affairs, and or the University of Houston.

The advisory board should also create a reporting mechanism to share progress on fulfilling the recommendations with the stakeholders of the Greek Community. The updates should be reviewed annually, if not more frequently, at established fraternity and sorority leader retreats and alumni advisor meetings.

VII. Summary

It is time to explore the possibilities and enhance what we know to be a good Greek Community to be a Tier One Greek Community. The fraternity and sorority community at the University of Houston has never been better situated to advance itself. The staff in the Center for Fraternity and Sorority Life is great advocates for the men and women in the Greek community to live and demonstrate their values each and every day. The Division of Student Affairs under the leadership of Dr. Richard Walker is investing in the continued growth of the fraternity and sorority community with the restoration of the Greek Town Homes, meeting with national officers and staff members, and wanting to see the continuous growth in the overall membership of the Greek community.

The recommendations from the Greek Life Task Force are outlining specific opportunities to strengthen the presence of fraternities and sororities at the University of Houston. The recommendations are about increased expectations, greater accountability and a higher level of engagement across campus. The recommendations are, at their core, about the Greek community living up to the high ideals that fraternities and sororities have espoused since their creation. In the end, it is about the Greek community being the best that it can be, fostering leadership development in an inclusive community, and making lasting impressions in the University of Houston and greater Houston communities.

This has been a positive experience among the members of the Greek Life Task Force. Each member believes strongly in the positive impact that a vibrant, forward thinking Greek community can have on its members and the host institution. Special thanks and recognition to Micah Kenfield for his administrative support and his role in co-editing this final report; in addition, Keith T. Kowalka and Jason Bergeron were instrumental in bringing together relevant documentation and providing additional administrative guidance in editing this report. The members of the Greek Life Task Force know that this review of the fraternity and sorority community was completed with a limited timeframe. However, the recommendations are comprehensive, far reaching, and have the ability to enhance the existing programs, services and activities. This final report can also be the beginning of a new era of a more inclusive, accountable, and engaging fraternity and sorority community within the larger University of Houston community. Go Coogs!

Appendix A: Letter of Charge

The following is the full text of the Letter of Charge for the Greek Life Task Force.

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Appendix B: Current Councils and Member Chapters at University of Houston

Houston Panhellenic Council (HPC)

- Alpha Chi Omega
- Chi Omega
- Delta Gamma
- Delta Zeta
- Phi Mu

Inter-fraternity Council (IFC)

- Alpha Epsilon Pi*
- Delta Upsilon
- Kappa Alpha Order*
- Kappa Sigma
- Lambda Phi Epsilon
- Phi Kappa Psi*
- Pi Kappa Alpha
- Pi Kappa Phi
- Sigma Alpha Epsilon*
- Sigma Chi
- Sigma Nu
- Sigma Phi Epsilon
- Sigma Pi
- Tau Kappa Epsilon
- Triangle

Latino Greek Council (LGC)

- Alpha Psi Lambda National Incorporated
- Chi Upsilon Sigma national Latin Sorority Incorporated
- Gamma Alpha Omega Sorority Incorporated
- Lambda Theta Alpha Latin Sorority Incorporated
- Lambda Theta Phi Latin Fraternity Incorporated
- Phi Iota Alpha Fraternity Incorporated
- Sigma Lambda Beta International Fraternity Incorporated
- Sigma Lambda Gamma National Sorority Incorporated

*Indicates colony status

Multi-Cultural Greek Council (MGC)

- Alpha Kappa Delta Phi
- Beta Chi Theta
- Gamma Beta
- Delta Epsilon Psi
- Delta Phi Omega
- Theta Nu Xi
- Kappa Delta Chi
- Kappa Phi Gamma
- Sigma Beta Rho
- Sigma Sigma Rho
- Omega Delta Phi

National Pan-Hellenic Council (NPHC)

- Alpha Phi Alpha
- Delta Sigma Theta
- Phi Beta Sigma

Appendix C: Current Council Purpose and Structures

Houston Panhellenic Council (HPC)

- Purpose
 - We are the unifying and governing body of the six National Panhellenic Conference sororities at the University of Houston. Houston Panhellenic provides support for each of the chapters and promotes excellence in academics, service and campus involvement
- Structure
 - HPC is comprised of an 8 person executive board. Officers are appointed by the chapters to the board on a rotating basis and the Office of Vice President of Rho Gammas is appointed by the President and Vice President of Recruitment.
 - HPC holds weekly executive board meetings and general council meetings once or twice a month depending on the amount of business. Each chapter has a voting delegate who casts votes on behalf of their chapter. Panhellenic Advisors also have voice in business meetings.
 - HPCs number one priority throughout the year is Formal Recruitment. They chapters also focus a lot of energy on an unhealthy level of competition with in HPC and IFC philanthropy events and Frontier Fiesta.
 - Each chapter has their own internal executive board structure that varies from organization to organization.

Interfraternity Council (IFC)

- Purpose
 - The purpose of the University of Houston Greek community is to establish a collaborative body that provides development and personal growth to our members and community at large. We are committed to establishing a lifetime bond of brotherhood and sisterhood in conjunction with a perpetual commitment to philanthropy and service. We will commit to creating balance as we strive for academic excellence and social responsibility.
- Structure
 - IFC is comprised of a 7 person executive board. Officers are elected by the chapters via a voting delegate at IFC meetings.
 - IFC hold weekly executive board meetings and general body meetings. Each chapter must send one voting delegate to the meeting and the chapter president.
 - Much like HPC IFC focuses a lot of energy on an unhealthy level of competition with in IFC and HPC philanthropy events and Frontier Fiesta.
 - IFC recently underwent a strategic planning process with Growth Guiders. This strategic plan is driving a majority of the decisions the IFC Executive Leadership makes.

Latino Greek Council (LGC)

- Purpose
 - The Latin Greek Council's purpose is to encourage scholastic achievement among its member organizations. To provide a forum for discussion of general concern, issues, and topics that affect the members
- Structure
 - The LGC Executive Board consists of 7 members and no organization may hold more than one spot on the board.
 - LGC holds weekly executive board and general body meetings.
 - LGC is only 1 year old. A majority of their time is spent establishing themselves as their own unique and identifiable council.

Multi-Cultural Greek Council (MGC)

- Purpose
 - The Multicultural Greek Council's purpose is to:
 - To encourage scholastic achievement among its member organizations.
 - To provide a forum for discussion of general concerns, issues, and topics that affect member organizations.
 - To coordinate semester activities to ensure adequate cooperation and harmony among member organizations and other campus organizations.
- Structure
 - MGC Executive Board consists of 8 members and no organization may hold more than one spot on the board.
 - MGC holds weekly executive board and general body meetings.
 - Since splitting in 2012 MGC has spent much of their time refocusing on their purpose to insure that they are meeting the needs of the member organizations.

National Pan-hellenic Council (NPHC)

- Purpose
 - The purpose of the Pan is only ensuring the existence and enhancement of its Member Organizations, and to serve as an asset to student life at the University of Houston. In addition, the Pan is responsible for implementing and engaging programs/activities that the NPHC and its Member Organizations endorse. The Pan will sponsor social activities to encourage stronger bonds between Member Organizations and the students at the University of Houston, as well as engage in community endeavors endorsed by NPHC and the Member Organizations such as scholarships, volunteering, educational seminars, and programs/events that contribute to the good of our society.
- Structure
 - NPHC executive board consists of 8 officers.
 - No chapter may hold the same office 2 years in a row.
 - The Executive Board and the general body meet twice a month.
- Challenges
 - Small numbers- not only does the council have only 3 of the Divine Nine organization but each of these 3 organizations have very small membership numbers as well.
 - Organization Centered- the chapter members in this council feel a very strong identity to their organizations above all else. This paired with small chapter numbers makes it very difficult for the council to get enough people together to make an event or program successful.
 - Marketing- Once again the small numbers make it difficult for the chapters or the council to even be noticed by other students on campus.
 - Limited Financial Resources- Small numbers mean that there are a limited numbers of dues coming into the organization.

Appendix D: University of Oregon – Baseline Standards for Recognition

The University of Oregon has established a set of baseline standards that must be maintained by all fraternities and sororities. Fraternities and sororities that fail to meet these standards will not be recognized by the University. Fraternities and sororities that are not recognized by the University may not receive University support, privileges or other benefits. The baseline standards Fraternities and sororities are required to abide by include the following:

1. Maintain chapter documentation, including:
 - Member roster
 - New Member Grade Release Form
 - Officer and Advisor roster
 - Signed Anti-Hazing Policy
 - New Member Education calendar
 - Updated bylaws
2. Attend “Presidents’ Retreat”
3. Have an advisory board
4. Chapter GPA must be one of the following (avg. 3 terms – winter/spring/fall):
 - at or above the all men’s/all women’s average
 - 3.0 or higher
 - show improvement from the last review
5. Abide by all local, state and federal laws, the UO Student Code of Conduct, the IFC and PHC Constitutions and Bylaws, any additional council policies and procedures and FIPG guidelines.
6. If Housed:
 - Employ Resident Advisor
 - Facility is alcohol and substance free
 - Participate in Fire and Health Safety Program, which includes:
 - o Passing an annual fire inspection
 - o Passing an annual health inspection
 - o Attending the Fire Safety Academy
 - o Owned facilities must have fire suppression systems (sprinklers)

Chapters not abiding by these requirements may lose recognition from the University of Oregon. For a list of the benefits of recognition, please see the Fraternity and Sorority Life website. Chapter recognition will be evaluated on an annual basis at the start of each spring term. Performance by the chapter during the previous three terms will be taken into account.

Appendix E: Benchmarking Results

Texas Tech University

1. Membership and Organizational Standards

- a. **Are there higher or more stringent standards for organization registration for Greek (Use fraternities and sororities as opposed to “Greek organizations) organizations?**
 - i. No, at Texas Tech all student organizations are viewed the same and thus the registration process is equal among all.
- b. **Is there an accreditation process for your chapter?**
 - i. No if they are a student organization in good standing they are accredited.
- c. **What are the standards required for individual membership of chapters (GPA, standing, and so forth)?**
 - i. These are established by the national organizations and the student leaders who have been empowered and developed to lead the chapters.
- d. **Do you have an expansion policy for bringing additional chapters to campus?**
 - i. Each council operates differently with regards to bringing new chapters on to campus, but each is in line with the recommended practices of the national umbrella organizations which they are members of.
- e. **Are there established recommended policies and procedures regarding member recruitment and selection?**
 - i. To be in a Texas Tech student organization one must be a student at Texas Tech University. All national organization rules and regulations must be followed.
- f. **What resources do you provide the Fraternity and Sorority community and chapters regarding increasing membership?**
 - i. Texas Tech hosts Formal recruitment in both fall and spring, also depending on the council recruitment is open throughout the entire semester. We also fully support intake programs in addition to recruitment initiatives.
- g. **How do you retain Greek member data on individual chapter members?**
 - i. Initial membership is obtained by a signed “bid card” additional data such as termination of membership is self-reported by chapters. Our Greek grade report identifies any discrepancies in this reporting.

2. Governing Councils and Structure

- a. **How many governing councils do you have on your campus, and what is their structure/membership?**
 - i. Texas Tech hosts four governing councils; they are IFC, PH, MGC, and NPHC.
- b. **Are there specific codes of ethics or standards that all chapters must comply with? If so, could you please share these?**
 - i. Texas Tech University expects all student organizations to comply with the student code of conduct. Greek organizations are additionally held to the standards and policy established by their national organization.
- c. **Is there a conveyed mission and vision for the Greek community at your campus? If so, please provide a copy. The mission of the Texas tech Greek community is expressed in our founding values.**

- i. These values are Academics, Leadership, Brother and Sisterhood, and Philanthropy. The way the Texas Tech Greek community defines these values can be found at <http://www.depts.ttu.edu/centerforcampuslife/GreekLife/foundingvalues.php>
- d. How does your Greek community hold its members (both individuals and chapters) accountable?**
 - i. Are there specific judicial boards for each council, one for the entire community, or something else entirely?**
 - 1. Each council has separate judicial boards.
 - ii. Who advises these boards, and is there a formal relationship between them and the College/University disciplinary process?**
 - 1. These boards are in addition to any university judicial process, they are a part of each council and they are advised by the university staff responsible for council advisory. All major judicial cases and any violation of the Student code of conduct are resolved by the office of Student Conduct.

3. Academics

- a. Does your Greek community have a GPA goal above overall campus GPA?**
 - i. Yes
- b. What is your average GPA for Greek students, and how does it compare to the overall campus GPA?**
 - i. All of our Greek Grade reports can be found at www.greeklife.ttu.edu we consistently see the Greek GPA to higher than the all university average GPA.
- c. What type of recognition program, if any, does your Greek community do to reward individual and chapter academic success?**
 - i. Both are rewarded though our end of the year Greek award banquet.
- d. Do you meet with chapter leaders to aid in the development of chapter and member academic goals?**
 - i. Yes
- e. How do you connect Greek leaders with faculty? Do you recognize involved faculty formally?**
 - i. Each Greek organization is required to have a faculty or staff advisor. We recognize one advisor of the year at the Greek awards banquet. We also host lunch meetings with advisors and consistently thank them for their service to our community.

4. Relationship to the University

- a. Does your community have an established relationship statement with the institution? If so, does it carry any weight?**
 - i. We do not have such a statement.
- b. What staff resources do you have to aid chapters and councils? If possible, please provide organizational charts as well as any budgetary information you are able to provide.**
 - i. Texas Tech University employs one assistant director, One coordinator, two graduate assistants. Each of these report to the director of Parent/Family relations and Student organizations, this director along with two coordinator for student organization all work closely with the Texas tech Greek community. Five Full Time positions and Two GA positions work in some degree with the Greek community.
- c. How are campus resources promoted to the Greek community?**
 - i. Through the advisor and student leadership.

5. Parental Involvement

- a. **Are there assessments designed specifically for parents to gain a sense of their knowledge of the Greek community?**
 - i. No
- b. **What is the most successful thing that Greek communities on your campus do to engage parents?**
 - i. We publish a guide to Greek life for all parents. Also when a student joins the Greek community we notify that students' parents (this does require a signed waiver, however that is included in the process of joining)
- c. **Does parental engagement happen at orientation, during the process students take to become members, and/or after the students have become members of Greek lettered organizations?**
 - i. All of the above
- d. **Is there a community wide "Moms Day/Dads Day/Parents Weekend?" Is so, how does the Greek community engage in these weekends? Are there separate Greek weekends designed for parents/alumni.**
 - i. Both statements are true, Chapters do participate and host events during the all campus parents weekend, and they also host separate family oriented events at different times throughout the year.

University of Central Florida

1. Membership and Organizational Standards

- a. **What are the minimum standards to be a registered student organization on your campus (GPA of members, leadership positions, advisor, et cetera)?**
 - i. Mission statement
 - ii. Faculty advisor
 - iii. Responsibilities of executive board members
 1. Contact information
 2. Up to 4 officers
 - iv. Comply with OSI rules and policies
 - v. Member GPA for 2.5
- b. **Are there higher or more stringent standards for organization registration for Greek (Use fraternities and sororities as opposed to "Greek organizations) organizations?**
 - i. Fraternity and Sororities need a chapter advisor in addition to a faculty advisor.
- c. **Is there an accreditation process for your chapter?**
 - i. Our current system involves a student organized binder called our Standards of Excellence. <http://fsl.sdes.ucf.edu/docs/Standards%20of%20Excellence%20Packet%20012.pdf>
- d. **What are the standards required for individual membership of chapters (GPA, standing, and so forth)?**
 - i. To be a member of a Greek organization:
 1. 2.5 minimum GPA
 2. Can be freshmen-graduate student
 3. Full-time students at UCF (12 hours undergraduate, 9 hours graduate)

- ii. Individual chapters can set their own standards in their by-laws, as long as they meet the university minimum standards.
- e. How does your campus advocate academic success (full time enrollment, GPA, etc.)?**
 - i. Members must be full-time students and have a minimum GPA of 2.5.
- f. Do you have an expansion policy for bringing additional chapters to campus?**
 - i. Yes. Councils wishing to expand must vote in their general council meeting. Committees are formed of students, members, faculty, administrators, and professional staff. National organizations apply to expand to the university and send in packets of information about their chapter. Then, organizations are selected from the applicants for an on-campus presentation. After the presentations, organizations are selected by the committees to be a part of the community and begin recruiting members.
 - ii. More information about our expansion process can be found at:
 - 1. http://fsl.sdes.ucf.edu/docs/greek_council/Expansion%20Process.pdf
 - 2. http://fsl.sdes.ucf.edu/docs/greek_council/Expansion%20Policy.pdf
- g. Are there established recommended policies and procedures regarding member recruitment and selection?**
 - i. The recruitment and selection policies vary across our four councils: National Panhellenic Council, Interfraternity Council, National Pan-Hellenic Council, and the Diversified Greek Council.
 - 1. National Panhellenic Council participates in a week-long recruitment process consistent with national standards.
 - 2. Interfraternity Council hosts a kick-off event for all interested men, and then the individual chapters host their own recruitment events. Events must be consistent with national standards and may not involve alcohol or other controlled substances.
 - 3. National Pan-Hellenic Council and Diversified Greek Council host their own recruitment events and the chapters recruit their members individually.
 - ii. No recruitment events can involve alcohol in any part of the event.
 - iii. All events must be registered with the Office of Fraternity and Sorority Life using our SERF forms.
 - 1. <http://fsl.sdes.ucf.edu/docs/SERF.pdf>
 - iv. A chapter plan and a new member education plan must be submitted to the Office of Fraternity and Sorority Life at the beginning of each semester.
 - 1. http://fsl.sdes.ucf.edu/docs/office_forms/Chapter%20Plans.pdf
 - 2. http://fsl.sdes.ucf.edu/docs/office_forms/New%20Member%20Chapter%20Plan%20Format.pdf
 - v. Organizations must fill out a non-hazing agreement
 - 1. http://fsl.sdes.ucf.edu/docs/office_forms/Non-Hazing%20Compliance%20Form.pdf
- h. What resources do you provide the Fraternity and Sorority community and chapters regarding increasing membership?**
 - i. We create publications for our chapters, including our Greek Book, which showcases all of our councils and chapters.
 - ii. Councils can bring in recruitment professionals. This year we used Phired Up productions.

iii. We also bring in speakers. This year we brought in David Stollman, Tate Morgan, and TJ Sullivan to discuss fraternity and sorority membership.

i. How do you retain Greek member data on individual chapter members?

i. Chapters turn in:

1. Pre-rush rosters, new member lists, and roster edits

a. These include contact information

2. With this information, we add students to our database to check GPAs, class enrollment, etc.

j. What population of your Greek community are first-time-in-college students?

i. We do not keep information on this.

2. Governing Councils and Structure

a. How many governing councils do you have on your campus, and what is their structure/membership?

i. At UCF we have 4 governing councils (Panhellenic Council, Interfraternity Council, National Pan-Hellenic Council, and Diversified Greek Council). The Greek Community is comprised of 3,259 students.

1. The Panhellenic Council is made up of 11 sorority chapters and their Executive Board includes President, Executive Vice President, Vice President of Recruitment, Vice President of Community Involvement, Vice President of Leadership and Academic Development, Vice President of Public Relations, Vice President of Risk Management, and Vice President of Administration. In the Panhellenic Council there are approximately 1,761 women.

2. The Interfraternity Council includes 18 fraternities. The Executive Board is made up of the President, Executive Vice President, Vice President of Recruitment, Vice President of Finance, Vice President of Judicial and Risk Management, and Vice President of Public Relations. Within this council, there are 1,329 members.

3. The National Pan-Hellenic (NPHC) council is composed of 8 chapters. This council is historically made up of African American individuals. The Executive Board is comprised of the President, Vice President, Secretary, Treasurer, Historian, Parliamentarian, and Sergeant-at-Arms. There are currently 62 members of the NPHC council.

4. The Diversified Greek Council is made up of 10 chapters. The Executive Board includes the President, Vice President, Expansion, Public Relations, Risk Management, Treasurer and Secretary. There are 107 members of the Diversified Greek Council.

b. How are transition processes coordinated from year to year for chapters and governing councils?

i. Each council has a retreat with the new executive board and old executive board to discuss important matters of business.

c. Are there specific codes of ethics or standards that all chapters must comply with? If so, could you please share these?

i. All of these organizations follow the University policy, The Golden Rule.

<http://goldenrule.sdes.ucf.edu/docs/goldenrule.pdf>

d. Is there a conveyed mission and vision for the Greek community at your campus? If so, please provide a copy.

- i. Fraternity and Sorority Life at the University of Central Florida will be a premier Greek community that fosters an inclusive environment committed to academic excellence, community engagement, personal and leadership development in a safe and supportive environment; while utilizing university and local community partnerships.
- e. **How does your Greek community hold its members (both individuals and chapters) accountable?**
 - 1. The Office of Student Conduct holds all UCF students accountable.
 - ii. **Are there specific judicial boards for each council, one for the entire community, or something else entirely?**
 - 1. If a chapter has any type of conduct issues, they are sent to the Office of Student Conduct and further action is taken if needed.
 - iii. **Who advises these boards, and is there a formal relationship between them and the College/University disciplinary process?**
 - 1. These boards are advised by the Office of Student Conduct.

3. Academics

- a. **Does your Greek community have a GPA goal above overall campus GPA?**
 - i. There is no set goal for the overall campus GPA, however the minimum GPA for new members is 2.5.
- b. **What is your average GPA for Greek students, and how does it compare to the overall campus GPA?**
 - i. In fall 2011 the average GPA for Greek students was 3.04, compared to the all university GPA, which was 2.911.
- c. **What type of recognition program, if any, does your Greek community do to reward individual and chapter academic success?**
 - i. The three fraternities and three sororities which earn the highest GPAs are recognized by e-mail notification to all chapter presidents and chapter advisors as well as being featured in the weekly announcements. In the Standards of Excellence packets, which each chapter submits once a year, there is a chapter GPA component. The cumulative chapter GPA constitutes how many points the chapter receives for this component.
- d. **Do you meet with chapter leaders to aid in the development of chapter and member academic goals?**
 - i. If an organization falls below a 2.5 cumulative GPA, the chapter is required to meet with professional staff at the Office of Fraternity and Sorority Life to discuss and evaluate their scholarship program.
- e. **What educational programs are sponsored by the Greek Community? Who coordinates? Who attends?**
 - i. Educational programs are coordinated by the various councils. The organization that coordinates the event decides who is eligible to attend the education program. For example, Panhellenic Council held a scholarship roundtable for all of the sororities in their council. They discussed standardized testing tips, ways to provide incentives for members in their organizations, and the graduate school application process. No specific academic programs were sponsored during the 2012-2013 academic year by the Office of Fraternity and Sorority Life.
- f. **How do you connect Greek leaders with faculty? Do you recognize involved faculty formally?**

- i. Each organization is required to have a faculty advisor who signs on all paperwork, such as forms for programming and chapter development. Each organization is required to meet with their faculty advisor at least twice in the fall and spring semesters. All faculty advisors are invited to a monthly All-Advisors Meeting to keep advisors informed on current events and information from the Office of Fraternity and Sorority Life.

g. How do you encourage academic sustainability of your chapters as well as persistence toward graduation?

- i. Organizations are encouraged to hold events and host speakers on a variety of academic topics. As a part of our Standards of Excellence, students get points for holding a certain GPA for the chapter and for new members. We advertise academic services to our students from our Student Academic Resource Center, Multicultural Academic Support Services, and Career Services.

4. Relationship to the University

a. Does your community have an established relationship statement with the institution? If so, does it carry any weight?

- i. The Office of Fraternity and Sorority Life requires each organization to turn in an updated scholarship plan at the beginning of each semester. The staff meets with chapter leaders to discuss any concerns or ways to move the chapter forward in terms of scholarship.

b. What staff resources do you have to aid chapters and councils? If possible, please provide organizational charts as well as any budgetary information you are able to provide.

- i. The Office of Fraternity and Sorority Life provides a professional and graduate student advisor for each council. In addition, staff office hours allow students to speak with their respective advisors.

c. How are campus resources promoted to the Greek community?

- i. The graduate assistants create a weekly announcement document which is e-mailed to each chapter and a hard copy is given to each chapter delegate at weekly council meetings. The weekly announcement document includes upcoming educational programs on campus.

d. What are your institutional goals for your Greek community moving forward?

- i. The goal of the Office of Fraternity and Sorority Life for the Greek community moving forward is to create to premier Greek community in the country by reconnecting organizations with their values and rituals.

5. Parental Involvement

a. Are there assessments designed specifically for parents to gain a sense of their knowledge of the Greek community?

- i. No there are no assessments designed specifically for parents to gain a sense of their knowledge of the Greek community.

b. What is the most successful thing that Greek communities on your campus do to engage parents?

- i. During the fall semester, the university has a parent's weekend. During this time, most IFC and PAN sororities have parents events.

c. Does parental engagement happen at orientation, during the process students take to become members, and/or after the students have become members of Greek lettered organizations?

- i. Parental engagement has their own orientation to find out how their students can become involved around campus. In this orientation, Greek Life is talked about.
- d. Is there a community wide “Moms Day/Dads Day/Parents Weekend?” If so, how does the Greek community engage in these weekends? Are there separate Greek weekends designed for parents/alumni**
 - i. UCF has a parent’s weekend in the fall as stated. It is up to each chapter to plan events.

University of Texas

1. Membership and Organizational Standards

- a. **What are the minimum standards to be a registered student organization on your campus (GPA of members, leadership positions, advisor, et cetera)?**
 - i. 3 student members and a \$10 registration fee.
- b. **Are there higher or more stringent standards for organization registration for Greek (Use fraternities and sororities as opposed to “Greek organizations) organizations?**
 - i. Not from the Student Activities Side; however, for recognition and support from the Greek Life office, there must be completion of Risk Management training, a 2.25 chapter minimum GPA, and good standing financially with member councils.
- c. **Is there an accreditation process for your chapter?**
 - i. No formal process
- d. **What are the standards required for individual membership of chapters (GPA, standing, and so forth)?**
 - i. These are established by the national organizations and the student leaders who have been empowered and developed to lead the chapters; none from an office of Greek Life perspective
- e. **How does your campus advocate academic success (full time enrollment, GPA, etc.)?**
 - i. No formal process; expectation is that councils and chapters will. Greek Life office’s only involvement is from publishing chapter GPA data each year as a comparison.
- f. **Do you have an expansion policy for bringing additional chapters to campus?**
 - i. Each council operates differently with regards to bringing new chapters on to campus, but each is in line with the recommended practices of the national umbrella organizations which they are members of.
- g. **Are there established recommended policies and procedures regarding member recruitment and selection?**
 - i. Not at this time from an office perspective; chapters must be in accordance with national and council policies.
- h. **What resources do you provide the Fraternity and Sorority community and chapters regarding increasing membership?**
 - i. Nothing specific.
- i. **How do you retain Greek member data on individual chapter members?**
 - i. Grade reports remain on file going back 10 years; no other methods.
- j. **What population of your Greek community are first-time-in-college students?**
 - i. Data unavailable.

2. Governing Councils and Structure

- a. **How many governing councils do you have on your campus, and what is their structure/membership?**
 - i. Six.
- b. **How are transition processes coordinated from year to year for chapters and governing councils?**
 - i. Officers update their registration with Student Activities Office.
- c. **Are there specific codes of ethics or standards that all chapters must comply with? If so, could you please share these?**

- i. No.
- d. Is there a conveyed mission and vision for the Greek community at your campus? If so, please provide a copy. The mission of the Texas tech Greek community is expressed in our founding values.**
 - i. No.
- e. How does your Greek community hold its members (both individuals and chapters) accountable?**
 - i. Are there specific judicial boards for each council, one for the entire community, or something else entirely?**
 - 1. Each council has separate judicial boards.
 - ii. Who advises these boards, and is there a formal relationship between them and the College/University disciplinary process?**
 - 1. These boards are in addition to any university judicial process, they are a part of each council and they are advised by the university staff responsible for council advisory. All major judicial cases and any violation of the Student code of conduct are resolved by the office of Student Conduct.

3. Academics

- a. Does your Greek community have a GPA goal above overall campus GPA?**
 - i. No.
- b. What is your average GPA for Greek students, and how does it compare to the overall campus GPA?**
 - i. Below, but this information is in the process of being developed.
- c. What type of recognition program, if any, does your Greek community do to reward individual and chapter academic success?**
 - i. There is an award for excellence in scholarship programs.
- d. Do you meet with chapter leaders to aid in the development of chapter and member academic goals?**
 - i. No.
- e. What educational programs are sponsored by the Greek Community? Who coordinates? Who attends?**
 - i. Individual chapters coordinate professor dinners, study halls, and mentor relationships within the chapter.
- f. How do you connect Greek leaders with faculty? Do you recognize involved faculty formally?**
 - i. n/a
- g. How do you encourage academic sustainability of your chapters as well as persistence toward graduation?**
 - i. n/a

4. Relationship to the University

- a. Does your community have an established relationship statement with the institution? If so, does it carry any weight?**
 - i. We do not have such a statement.
- b. What staff resources do you have to aid chapters and councils? If possible, please provide organizational charts as well as any budgetary information you are able to provide.**

- i. Greek Life is under the Dean of Students Office. An Assistant Dean of Students oversees the Greek Life area and has three coordinators, an administrative assistant, and two graduate assistants under their span of control.
 - c. How are campus resources promoted to the Greek community?**
 - i. Mainly newsletters.
 - d. What are your institutional goals for your Greek community moving forward?**
 - i. TBD
- 5. Parental Involvement**
- a. Are there assessments designed specifically for parents to gain a sense of their knowledge of the Greek community?**
 - i. No
 - b. What is the most successful thing that Greek communities on your campus do to engage parents?**
 - i. n/a
 - c. Does parental engagement happen at orientation, during the process students take to become members, and/or after the students have become members of Greek lettered organizations?**
 - i. There is a brief session at orientation during the family track
 - d. Is there a community wide “Moms Day/Dads Day/Parents Weekend?” Is so, how does the Greek community engage in these weekends? Are there separate Greek weekends designed for parents/alumni.**
 - i. There is a university “Family Weekend” but no specific Greek aspect to this event or separate events for family of Greek members.

Georgia State University

1. Membership and Organizational Standards

- a. What are the minimum standards to be a registered student organization on your campus (GPA of members, leadership positions, advisor, et cetera)?**
 - i. 8 members, faculty/staff advisor, and constitution. No GPA requirement or specific officer requirements.
- b. Are there higher or more stringent standards for organization registration for Greek (Use fraternities and sororities as opposed to “Greek organizations) organizations?**
 - i. They must go through the expansion process before they can register as a student organization. But there are no additional requirements. We do expect them to have an alumni/graduate/chapter advisor.
- c. Is there an accreditation process for your chapter?**
 - i. No.
- d. What are the standards required for individual membership of chapters (GPA, standing, and so forth)?**
 - i. None.
- e. How does your campus advocate academic success (full time enrollment, GPA, etc.)?**
 - i. Not sure what you mean by this question. There is a department on campus that supports students in their academic success.
- f. Do you have an expansion policy for bringing additional chapters to campus?**
 - i. Yes.
- g. Are there established recommended policies and procedures regarding member recruitment and selection?**
 - i. Yes.
- h. What resources do you provide the Fraternity and Sorority community and chapters regarding increasing membership?**
 - i. No specific resources.
- i. How do you retain Greek member data on individual chapter members?**
 - i. We utilize Banner (student information system)
- j. What population of your Greek community are first-time-in-college students?**
 - i. Unsure, we do not run this data.

2. Governing Councils and Structure

- a. How many governing councils do you have on your campus, and what is their structure/membership?**
 - i. Four – Panhellenic Council, Interfraternity Council, Multicultural Greek Council, and National Pan-Hellenic Council.
- b. How are transition processes coordinated from year to year for chapters and governing councils?**
 - i. Done within each council/chapter, so formalized process.
- c. Are there specific codes of ethics or standards that all chapters must comply with? If so, could you please share these?**
 - i. If they exist for a group, it is within the constitution/by-laws of the governing body.
- d. Is there a conveyed mission and vision for the Greek community at your campus? If so, please provide a copy.**
 - i. No.

- e. **How does your Greek community hold its members (both individuals and chapters) accountable?**
 - i. Violations of the Student Code of Conduct are handled by the Office of the Dean of Students. Each council has a process to manage judicial issues internally. There is no overall Greek Judicial Board.

3. Academics

- a. **Does your Greek community have a GPA goal above overall campus GPA?**
 - i. Yes
- b. **What is your average GPA for Greek students, and how does it compare to the overall campus GPA?**
 - i. 2.992 – Greek Life and 2.90 All Undergraduates
- c. **What type of recognition program, if any, does your Greek community do to reward individual and chapter academic success?**
 - i. We have two different awards presented at the Greek Awards program and we recognize those with 4.0 GPAs.
- d. **Do you meet with chapter leaders to aid in the development of chapter and member academic goals?**
 - i. We talk to those groups that are very low and/or have had a huge drop from one semester to another. Otherwise it is just upon request.
- e. **What educational programs are sponsored by the Greek Community? Who coordinates? Who attends?**
 - i. The office staff coordinates or co-sponsors one educational program each semester. Chapters are required to attend at a 50% level. These are general related to risk management issues.
- f. **How do you connect Greek leaders with faculty? Do you recognize involved faculty formally?**
 - i. We do not connect them formally. We do have an award for faculty/staff advisors.
- g. **How do you encourage academic sustainability of your chapters as well as persistence toward graduation?**
 - i. No specific/formal programs.

4. Relationship to the University

- a. **Does your community have an established relationship statement with the institution? If so, does it carry any weight?**
 - i. No
- b. **What staff resources do you have to aid chapters and councils? If possible, please provide organizational charts as well as any budgetary information you are able to provide.**
 - i. We have one full-time staff member (Coordinator for Greek Life) whose only role is to work with the Greek community. There are also two graduate students to assist that staff member. Two other full-time staff members have a portion of their jobs allotted to supporting Greek Life (Senior Coordinator for Student Organizations and Greek Life supervises the Coordinator—their role is still being developed as it is a new organization to the office; Assistant Dean of Student advises one of the governing councils)
- c. **How are campus resources promoted to the Greek community?**
 - i. Through emails, council meetings, and presidents roundtables.
- d. **What are your institutional goals for your Greek community moving forward?**

- i. In general we are working on building the overall community—integrating the four councils so that they are working together for common goals.

5. Parental Involvement

- a. Are there assessments designed specifically for parents to gain a sense of their knowledge of the Greek community?**
 - i. No
- b. What is the most successful thing that Greek communities on your campus do to engage parents?**
 - i. There is no outreach at the community level, it is all at the chapter level.
- c. Does parental engagement happen at orientation, during the process students take to become members, and/or after the students have become members of Greek lettered organizations?**
 - i. No
- d. Is there a community wide “Moms Day/Dads Day/Parents Weekend?” Is so, how does the Greek community engage in these weekends? Are there separate Greek weekends designed for parents/alumni.**
 - i. We are working to get out Greek community to host their parent/family weekend to coincide with the university parents weekend in the fall semester.

Appendix F: Meeting Minutes from Greek Life Task Force Meetings

Meeting Minutes - 1-23-2013

1. Welcome
2. Creating work teams by topic (pairing up the GLTF charges)
 - a. Keith, Dan, and Micah met to discuss potential categories for work teams to subdivide the work of the committee
 - b. These are as follows:
 - i. Academic/Student Success (tying the Greek community into enhanced academic rigor and ensuring that the chapters contribute to the educational mission of the University)
 - ii. Shared Governance/Expectations (How UH and chapter standards guide the community at UH)
 - iii. Growth (Bringing the total number of members and chapters up and making the fraternity/sorority experience a greater part of the UH Community)
 - iv. Community (What does it mean to have a vibrant, healthy, inclusive Greek community?)
 - c. The items from the task force charge were tied into each of the four subgroups above as follows:
 - i. Academic/Student Success
 1. The degree to which fraternities and sororities at UH contribute to the overall educational experience of their members
 2. Scholarship and academic achievement of UH fraternities and sororities
 3. Resources necessary to support change
 4. The minimum standards for continued university recognition
 - ii. Shared Governance/Expectations
 1. The desired structure and organizational relationship between the university and social Greek organizations
 2. The minimum standards for continued university recognition
 3. The founding principles and ideals of UH Greek chapters and compare the current and desired focus and adherence to these principles and ideals
 4. Measures that would render increased accountability and good citizenship
 5. Leadership standards among Greek organization members
 6. Resources necessary to support change
 - iii. Growth
 1. Resources necessary to support change
 2. The structure, management, and leadership
 3. Strategies to increase membership and support growth
 - iv. Community
 1. Current Greek culture and make recommendations for change
 2. The structure, management, and leadership
 3. The desired structure and organizational relationship between the university and social Greek organizations
 4. Resources necessary to support change
3. Discussion of work team assignments
 - a. Micah will be the designated benchmarking person for questions related to the Greek community at peer institutions.

- b. Keith suggested that the role of the advisor also be considered by these subcommittees (perhaps more than one)
 - c. The group volunteered for assignments
 - i. Academic/Student Success
 - 1. Jeff Fuller
 - 2. Larry Williams
 - 3. Jonell Ault
 - ii. Shared Governance/Expectations
 - 1. Jonell Ault
 - 2. Andrae Turner
 - 3. Aly Holmes
 - 4. DuJuan Smith
 - iii. Growth
 - 1. Jeff Fuller
 - 2. Andrae Turner
 - 3. Jason Bergeron
 - iv. Community
 - 1. Aly Holmes
 - 2. DuJuan Smith
 - 3. Megan Francis
4. Timeline
- a. We will aim for the subcommittees to communicate for the first time before the next meeting in two weeks
 - b. Dan, Jason, and Micah will be in touch to finalize the rosters and begin the benchmarking process.
 - c. Each committee should contact Micah with questions they have things they'd like to see benchmarked.
5. Review of the GLTF Cloud (Google Drive)
- a. The website is <http://bit.ly/VBKKXgi>
 - b. Please let Micah and Jason know if there are any other things you need from the drive.
 - c. Jeff Fuller suggested that we brief the committee on how much of the Jelke Report on the drive is dated or not. Jason said he is available to discuss the report if there are any questions.
6. Peer Institutions
- a. Micah and Keith shared the peer institutions used by UH and the other ones we plan to use for benchmarking:
 - i. Texas Peers
 - 1. Texas A&M University
 - 2. Texas Tech University
 - 3. University of North Texas
 - 4. University of Texas-Arlington
 - 5. University of Texas-Austin
 - 6. University of Texas-Dallas
 - 7. University of Texas-El Paso
 - 8. University of Texas-San Antonio
 - ii. National Peers

1. Arizona State University
 2. University of Central Florida
 3. University of Cincinnati
 4. Georgia State University
 5. George Mason University
 6. University of Illinois-Chicago
 7. University of Oklahoma
 8. University of South Florida
 9. Temple University
 10. Wayne State University
- b. If there are any other peer institutions that we would like to feature, please let the group know.

Meeting Minutes - 2/6/13

- Assign additional GLTF members to the existing four committees.
 - Academic/Student Success
 - Jeff Fuller
 - Larry Williams
 - Crystal Aguilar
 - Shared Governance/Expectations
 - Keith T. Kowalka
 - Jonell Ault
 - Andrae Turner
 - Aly Holmes
 - DuJuan Smith
 - Growth
 - Jeff Fuller
 - Andrae Turner
 - Jason Bergeron
 - Khyl Pena
 - Taylor Vigil
 - Community
 - Aly Holmes
 - DuJuan Smith
 - Megan Francis
- Jelke Report
 - Jason and Keith provided an overview
 - In early 2008, the University brought in a team led by Tom Jelke to observe and report on the nature of Greek Life
 - Some of the major themes focused on staff support, advising and mentorship, and other key concerns.
 - The report itself is about 41 pages long, but just the first few pages provide a quality overview of the material.
 - The staff structure has changed significantly since the report was completed. CSI and CFSL were merged at the time of the report and the staffing structure was very different.
 - There is much useful information in the report, but the Shared Governance/Expectations committee will probably see the most use.
- IFC Strategic Planning Process
 - The IFC recently went through a strategic planning process.
 - If the committee finds it useful, we can ask IFC officers to present to the group as a whole.
- Have the committee's report on
 - Timeline in respect to addressing task force charges and areas of concern
 - Academic/Student Success
 - Larry Williams will report on this down the road.
 - We should promote scholarships and other opportunities more extensively – we should reward positive behavior and offer resources to the group as a whole. How do we cultivate the ability to share information easily?

- Access to educational programs for F/S Life or
- Almost every chapter has minimum standards, but there is little focus on academic excellence.
- We should focus on Greek-focused resume workshops and career services to give people a clear focus on their goals for their time in college. If we can reach out to freshmen/sophomores, we can enhance their entire educational experience and set them up for future career success.
- Helping students to understand appropriate intervention policies when students' GPA falls below 2.0.
- Shared Governance/Expectations
 - Councils as governing bodies and how they can work collectively on some issues while maintaining autonomy.
 - The bulk of the conversation centered around researching:
 - What is the community currently doing for a judicial process? What does it look like?
 - What is the greater university's process when it comes to organizations?
 - What are the minimum standards for groups to be recognized.
 - Looking at the path of how chapters hold their members accountable in contrast to how councils hold their chapters community
- Growth
 - Resources needed to support groups need to be available to facility groups. Some of this ties into the governance.
 - In order to have a strategic plan for growth, we need to identify exact goals to build the roadmap.
 - Another conversation was asking who controls expansion. This has always been a concern on this campus.
 - Standards for achievement and expectations for achievement. There are things chapters should strive for.
 - Marketing plan for Greek involvement
 - Having a conversation in Housing to see how growth in F/S life can be supported.
 - Something else to consider – we like to compare ourselves to other schools, so we need to pin down what's so attractive about that community.
 - Demographic/population trends on history of community, chapter size, and so forth. There have been colonies that didn't gain support and faded out.
 - Look at advising teams and how it ties into house corporations and the role of alumni.
 - Looking at retention rates. Officer transition is really rough, and there ideally could be more guidance in completing the process.
- Community
 - The group wants to look at where chapters say they are in their documentation compared to where they really are and what they do.
 - The group wants to look at how councils interact, how they get together, what they do, and so forth.

- Much of the work will be qualitative in nature.
- There are plans to meet with councils and potentially do focus groups or surveys. Campus Labs is a useful tool for this end.
- The group is also going to look at the fraternity/sorority experience survey
- There are also plans to do the Fraternity/Sorority Experience Survey
- Researching roundtables between councils to discuss programming and compare dates.
- Benchmark items for Micah's research
 - Academic/Student Success
 - Shared Governance/Expectations
 - Growth
 - What vibrant communities look like at other schools
 - Best practices from other communities
 - Community
 - How other schools foster community in their areas.
 - Fraternity/Sorority Communities that have events where the community comes together (socials, dances, Greek Week, educational programs, and so forth)
- Surveys
 - These should be done in collaboration to keep from saturating the student body
 - EBI will be done toward the end of the semester
 - The last survey had only a 25% response rate. We need to improve that this year.
 - As we get the information, we need to see how representative the samples truly are for the student body.
 - We can make sure we send out the link to everyone and potentially have laptops for people to take the surveys at chapter meetings.
- Discussion on next steps
 - Dan is more than willing to join any phone meeting that you want to invite him to. If there's any way he can assist you, please let him know.
 - At the next meeting, we will want to have timelines picked out.

Meeting Minutes – 2-20-2013

- Meeting Time
 - Does this time work for students?
 - We will consult with students and verify.
- Group Updates
 - Growth
 - The group is discussing metrics for growth
 - The 10% number is discussed but we do not want to impose a vision on students directly if they are the ones
 - There was some concern from Greek Leadership that the 10% number is presently out of reach, but they want to work toward more.
 - The leadership feels like over the next two years, they can reach 5% of enrollment being Greek by Fall 2016. It's a stretch goal, but it's considered attainable by students.
 - Dan: Was the conversation concerned with just lack of numbers, or was it related to concerns about infrastructure on the chapter/council level?
 - Jason: It's a little of both.
 - We're on a trajectory, but "the slope is not huge."
 - 5% seems within reach even though it's a stretch. 10% is such a distant goal it's hard to see how to reach it.
 - There is concern about the 'how' – groups feel like they would need much more support to reach their goal.
 - Dan – what resources do we need in order to reach this goal? Start asking the students what they would need, whether they're infrastructures/support mechanisms, engaging with alumni, giving leadership councils more strength and voice, and so forth.
 - Ask the question "What do you need in order to get from point A to point B?" We may all agree on the end goal, but different voices may have different paths to get to that goal. It's important that we give a consistent voice to Dr. Walker to create a realistic report about how to increase the community.
 - The group is also working on a makeshift history of F/S life at the University of Houston.
 - This includes membership statistics by year, what the chapter makeup looked like, when did chapters come to UH, when chapters left, and so forth. It's also important to look at when councils formed to show the ebb and flow of the community.
 - Dan: Is it possible to track the diversity of the Greek community compared to the UH diversity as a whole? With us being the 2nd most diverse campus in the country, does our Greek community show the same trend?
 - When looking at national data, the role of involvement has an especially large correlation with retention in African American men. It's important to see how we're doing so we can potentially reach out to NPHC to lead the charge.
 - Shared Governance/Expectations
 - Had a brief call yesterday to discuss what would get us to the 'Heavy Lifting' from a benchmarking perspective

- A lot of the conversation centered around the minimum standards to both be an organization and be a Greek organization. Is there a higher expectation? Should there be higher expectations?
- FEP seems to have been successful at UH – do other schools do the same thing?
- Are councils at other universities structured similarly to how we are? How do they transition – what are the processes, elections, timeline, involved parties, and so forth?
- Is there a code of ethics for communities? What happens when there is a violation of that code/those bylaws/those minimum standards? How do we adjudicate those groups as an educational opportunity and not a solely punitive measure?
- Megan – we had a conversation with councils last week.
 - There was a conversation of whether or not councils should be the ones to set academic standards versus the University and CFSL.
 - There is a bit of a coddling with some groups about how they are handled. If Greek groups are really to be organizations with a strong self-governing ‘backbone,’ how do we relate that in?
 - This is a benchmark item as well.
- Jason – we just got our F/S Experience Survey data back. Just under half of incoming students identify themselves as FTIC, which means parent understanding of the groups is a little more opaque.
- Megan – are any of our groups looking specifically at the role of parents in the community to at least know what we’re doing? We should tie this into orientation as well. It fits community.
- Community
 - We should look to see if schools have parent offices as a resource for parents; if so, what relationship does this office have with the Greek Life office or the Student Life office?
 - We should see how to truly get student parents / student siblings involved.
 - Dan – schools like IUPUI have just started to roll out a parent office. What do different models look like?
 - Two central things were seen as the core of the committee mission:
 - What does “Community” mean – what’s a shared definition?
 - What are the benefits of joining the Greek Community?
 - As we develop these things, we need to see how to develop these things in the Greek community
 - The committee’s next priority is to speak to the councils to see how they view community in general.
 - Dan: Reach out specifically to the students on the task force and see if they can make it to the meetings when the committee speaks to the sundry students as a whole. It makes them a true face of the Task Force and helps build ownership and buy-in.
 - Dan – in addition to meeting with individual Greek groups, it would be nice if we can speak to advisors’ meetings and understand the role that they can play.
- Academic and Student Success
 - No formal meeting yet, but Dan will reach out
 - Jason’s team discussed the ‘Academic State of F/S Life’ to chapters and explained the gravity of the situation.

- We need to look at the enforcement of GPAs and other factors. It's a community expectation that you don't need to be the worst academic group.
 - UH today is not shooting for the bare minimums anymore. We want students to carry this torch as well.
 - It's easier for students to look at GPA, but enrollment and graduation rates are a more nebulous conversation.
 - At UH, for the first time in a long time, we're expecting something. Coming in and working with Panhellenic, they've started to be more assertive.
 - Individual accountability is *very* important, and chapters need to understand that no matter how good your chapter is, one person with a large enough infraction can lead to a chapter being shut down.
 - We need to 'challenge and support' – UH is here for you, but at the end of the day, we need you to hold people accountable.
 - By the time we finish this report, we'll have recommendations for UH, CFSL, councils, and chapters. As we discuss things with staff and students, we need them to know they're a part of the process.
- This is a growing process. We are not just looking at how we're doing now; more importantly, we're looking at where we are going and what we'll do to get there.
 - Greek Housing came up during the last Board of Regents meeting. Dr. Walker has been asked for a Greek Housing Master Plan; this topic may likely come back to this committee. This is a sidebar conversation that may be pulled into this report.
 - Please get all benchmarking questions to Micah by Friday, February 22nd.
 - Our next meeting is Wednesday, March 6th.

Meeting Minutes – 3-6-2013

- We may need to jumpstart questions related to the Academic area.
- Does the March 20th Meeting Time still work?
 - Due to conflicts, we are bumping the meeting from the 20th to 27th, and will have that meeting solely to review the benchmark data.
- For April 3rd meeting
 - Given the plans the subcommittees have been given to deal with, it would be nice to have firmer guidance on where the reports are going before the committees have final reports together.
 - Last meeting it was seen that there is a lot of overlap between the committees, and it would be nice to work well together.
 - During the second half of this meeting, Dr. Walker is also going to come speak regarding a Greek Housing Master Plan.
- April 17th Meeting
 - Do people feel comfortable doing a 10-15-minute presentation time slot?
 - Within two weeks of this meeting, the semester is ramping up with finals, and the expectation is that a report will be developed for the final report.
- Student Voice
 - It is critical that student voice is reflected in the report.
 - We don't want to make recommendations without the strength of input from students and alumni. When presenting the report to the University Community, we want to be able to talk having shown our due diligence.
- Data
 - When we gather data, please post to the cloud to share it.
 - Feel free to discuss via the listserv as well.
 - It's very important that we consense on the ideas suggested therein.
- Committee Reports
 - Growth
 - There has been lots of progress from the growth committee.
 - We had a call a couple weeks ago, and less activity since.
 - They have not yet met.
 - Academic/Student Success
 - A meeting has yet to be convened by this committee
 - Shared Governance
 - The group has established benchmark questions.
 - Community
 - The group has established benchmark questions.
 - The group is excited about the parent involvement piece.
 - A number of meetings will occur with the student councils over the next few weeks.
 - Reaching out to Tonya Jones to hand-pick some alumni to reach out to.
 - If you want student feedback during these meetings even if you're from another committee, let everyone know.
 - From a document perspective, please keep reports of who comes to your committees to ensure that we can meaningfully note who actually showed up.
 - When recommendations are being made, note the low-hanging fruit, long-term, and stretch recommendations. Don't be afraid to dream big.

- Potentially, give your groups a challenge over the next few days to shoot thoughts and ideas for needed benchmark information. For example, Dan would be interested in GPA requirements above general university GPA requirements, partnerships with tutoring, awards for academic success, et cetera.
- Micah will send out benchmark data to the group as well.
- If folks are interested in the fraternity/sorority data, please take a look at the summary.
 - We have comparison data for substance use and self-protective behavior compared to Wellness's study on the same information.
 - Students feel more community in the F/S community than compared to the greater campus community.
 - Roughly 42% of students are FTIC
 - One of the biggest barriers to entry is financial/paying dues, which makes sense given the troubles groups have getting members to pay dues.
 - It's a good read.
 - 82.9% said they were satisfied or very satisfied with their F/S experience. This is actually fairly low.
 - Dan: The data will tell us something, but we need to also consider the factors in the community that would affect this.
- The Panhellenic Council will be looking at an expansion exploratory committee
- One of the things Dr. Walker will discuss generally is what options the other three Greek councils have as options for townhouses or other housing. For example, at Arizona State, all sororities are in one tower with each floor having its own sorority.

Meeting Minutes – 4-3-2013

- Dan began with a discussion of the 5-year strategic plan for the Division of Student Affairs
 - It begins with core values and mission for the Division
 - It also contains six strategic initiatives with action steps for moving forward.
 - If possible, when talking about strengths and opportunities for your presentation/recommendations, consider how they fall in line with the strategic initiatives and action steps. Some may not, but if we're able to have some tie-in, that would be ideal.
 - This demonstrates alignment with where the division wants to go over the next 5 years.
 - Consider this a "Lens to Look Through"
 - Dr. Walker – each department within the Division is looking at how they fit in to the action steps and initiatives. This is part of a larger project.
 - Dan – specifically, when thinking about programming and leadership development, that is under strategic initiative 1. Finances, 2. Diversity, 3. And so forth.
- Dr. Walker – Greek Housing Master Plan
 - Background
 - There has been discussion for years as to what to do for Greek Housing at the University of Houston. In 2003, we designated parcels of land for Fraternities to build townhouses, which grew into Bayou Oaks.
 - The board has now asked Dr. Walker to look at how Greek Housing can come into the on-campus housing master plan.
 - Dr. Walker would like this group as part of its report to look at recommendations for where Greek Housing could go at the University of Houston.
 - Current Scope of Master Plan
 - Financially, we're not in a position to build any new housing earlier than 2018 or 2019. We have already assumed a lot of debt service, and all housing projects need to have a business *pro forma* that shows that housing can be completely paid for as an auxiliary.
 - The first new housing would be for an apartment style upper-class living option (more affordable than Calhoun Lofts) located across from the current Calhoun Lofts site by the East Garage
 - The second priority would be to demolish and remodel the Quadrangle. We are planning on keeping them open through 2018 but it is a priority to remodel it.
 - At the most in 10 years from now, we would demolish and rebuild Moody Towers.
 - The goal ultimately is to get 66% of the freshman class to live on campus. 30% sophomore, 20% junior, 15% senior, and 10% graduate. This is what the University itself would build.
 - These new beds will not get us to 10,000 beds; we are looking at partnering with off-campus private developers to get us to goal.
 - Bayou Oaks Property
 - Dr. Walker wants this group to understand that his desire is not to build any additional townhouses elsewhere.
 - There is thought that we could get an additional row of townhouses on the current Bayou Oaks property. If and when the Greek community looks to expand, we may have options. This is tied to the commitment to the Greek community we made ten years ago.

- Keith - Bayou Oaks currently is a white, Greek area. Would there be a possibility of having a residence hall with floors designated for multicultural Greek communities? Dr. Walker – absolutely, Don Yackley is open to this.
 - Keith – what are the benchmarks we are comfortable adding just a couple more townhouses? Dr. Walker – we should look at adding more than just one or two from a financial perspective. There are economies of scale.
 - Dr. Walker – as you project out where your membership goals are from the community and timeline for these goals, consider what makes sense from a financial perspective.
 - We just went through the townhouse application process. 15 groups applied for 15 spaces. We have been approached by a number of groups that intend to apply for next year.
 - Dr. Walker – financially, we are not in a position to build anything prior to 2018. We are at our debt service cap.
 - Jason – if there are groups that want to pursue private housing on University land, are we open to that? Dr. Walker – no.
 - To be very honest, Greek housing issues around the country are becoming a bigger and bigger deal. If you look at places like UCF or USF, they’ve done something a little bit different. They’ve been very strategic and deliberate to say that they don’t want to be in the housing business.
 - Another thing to start to think about is that long-term, things can be both permanent and transitional. We can have groups that have a smaller number of members to build up to justify having a space.
 - There are also smaller groups though that want the opportunity to have housing but can’t justify a group. We are looking at ways we can support smaller chapters as needs. There are other models that we can design.
 - Even if it’s not Bayou Oaks, we are open to other options as well. For example, it has worked very well for Honors so far. Groups may never have a townhome but we can find options for them.
- In August at the board meeting, Dr. Walker intends to have a presentation on the work of this task force. As part of that, we will look at Greek Housing both short and long-term, and how that ties into the Housing master plan.
- Wrap-up - Dan
 - If you individually want to think about what makes sense from a Housing perspective, send those to Micah, and then Dan and Micah can pull together all the ideas into one concept.
 - These are due by Wednesday, April 10 at 5:00 PM.
 - There is still a sense that campus is North of Wheeler, and there is a disconnect from the south of Wheeler area. From a physical environment perspective, what can we do to help connect it to the rest of campus?
 - The light rail is not going to help this.
 - The new housing developments may though.
 - This brings up the idea of finding a way to bring the community back to campus.
 - There was an email of the outline to the presentations on the 17th. Challenge is having each group cover the highlights in under an hour, but having a word document covering the content would also be very nice.

- May 1st is still coming up quickly – would like to get as much information as possible before drafting a report.

Appendix G: AFA Presentation by Dr. Walker and Jason Bergeron

Dr. Walker and Jason Bergeron presented background on the Fraternity/Sorority Experience at the University of Houston at AFA in late 2012. What follows is the full presentation.