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A report entitled

Greek Life: A Framework for Renewal

Prepared by the
President's Taskforce on Greek Life

February 4, 2011

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Executive Summary

The President's Taskforce on Greek Life was created in October 2010, and it includes appointed representatives from across all key constituencies including active student members of Greek letter organizations, staff, faculty, Greek alumni, administration, and the Board of Trustees. The committee was charged by President Bradley to submit recommendations, based in part on an October 20-21, 2010, external assessment performed by the Fraternity & Sorority Coalition Assessment Project, for revitalizing and enhancing the Greek student population, chapters, and councils. As part of the "Greek Life" initiative, the President's Taskforce will emphasize the importance of encouraging the development of a Greek community that reflects the mission of the university—in particular, student success and community engagement.

Members of the President's Cabinet and the taskforce received the assessment team report on December 9, 2010. After reviewing the external assessment report, the taskforce met to discuss the findings and identify core themes. The following themes were identified and are consistent with the institution's mission and report structure:

1. Relationships within and between Greek Organizations and Councils;

2. Leadership Development;

3. Engagement, Citizenship, and Outreach;

4. Student Success; and

5. Greek Life and the Campus.

Ideally, the taskforce believes that through the focused, collaborative, and strategic efforts of all three councils, chapters, and alumni, Greek life at ISU can be significantly enhanced. To that end, the taskforce has identified the following priorities:

- Strategic Planning
- Student Success
- Community Engagement
- Leadership
- Celebrate Success
- Greek Alumni Council and Constituency Groups
- Smart Reporting and Programming

At the close of the initial taskforce meeting, the taskforce agreed to immediately forward to the Vice President for Student Affairs a recommendation to assure that the policies and practices of Greek organizations are aligned with existing University risk management policies. Additionally, the taskforce requested that the Student Activities and Organizations (SAO) office, through the Vice President of Student Affairs, work collaboratively with all three councils—IFC, NPHC, and PA—to adopt the Fraternal Information and Programming Group's (FIPG) risk management guidelines (or their equivalent) as soon as reasonably possible.

Over the course of the month of December 2010, the taskforce worked on refining priorities for the Greek community, and those priorities and suggested actions are included in this document. In addition to the following priorities, the taskforce notes that the Coalition Team's final report recommends that additional resources should be dedicated to SAO (inclusive of the creation of an Office of Greek Life) and that administrative reorganization within the Division of Student Affairs may be necessary to enhance the profile of and support for Greek life on campus. While the taskforce agrees that additional resources are necessary to promote and enhance Greek life, the issue of administrative reorganization rests solely with President Bradley and the members of his cabinet.

Additionally, the taskforce notes that the Coalition team report identifies a variety of issues surrounding on-campus housing and the Greek community. We agree that housing and broader residential life issues should be addressed as soon as possible and understand that on-going efforts associated with campus housing planning (inclusive of Greek housing) exist and that residential life issues are embedded within the current strategic plan. As such, the taskforce believes the issue of housing is being actively addressed, and we would strongly encourage residential life, business affairs, and others to include solicited feedback from representatives of all three councils in this process, as well as SAO. Indeed, the

issue of campus housing inclusive of Greek organizations is critical to the formation and maintenance of a shared Greek identity across all organizations and councils. Likewise, the availability of and equitable distribution of meeting spaces for Greek organizations should be considered within the context of current 10-year planning. Additionally, the re-conceptualizing of the role of residential life with respect to Greek housing (broadly considered across all types) should be a high priority from the perspective of student success and risk management. Finally, the taskforce recognizes that the implementation of any Greek housing plan may be years away; however, the taskforce requests that future plans be fully integrated into the University's comprehensive student housing plan.

The results of the Coalition team report were presented formally to the campus community on January 22, 2011, by the team leader, Mr. Kyle Pendleton. Mr. Pendleton was accompanied by Ms. Missy Lewis. The campus "roll-out" included invited active Greek affiliated student leaders, alumni, staff, and administrators. A total of 102 members of the ISU Greek community were in attendance. As part of the event, all attendees were asked to provide feedback and the feedback has been used to inform this report. Additionally, feedback was specifically solicited from the leadership of Tri-Council on their perceptions and/or concerns associated with Greek life at ISU. Based on the feedback, the taskforce is confident that ISU students, alumni, and the entire campus values the contributions of Greek organizations and the important leadership role Greek affiliated students play across campus in other student organizations, as well as the Student Government Association (SGA).

Introduction

The taskforce reviewed the Coalition report and believes the document will serve as an effective guide for developing short term and long term goals for Indiana State University's Greek community. The document recognizes the importance of changing the campus culture insofar as the benefits of Greek life have not been more widely adopted by the undergraduate community based on current participation levels. Additionally, the Coalition report echoes components of the University's strategic plan, ***The Pathway to Success***, including student success and leadership development, as well as the importance of more fully engaging alumni. In terms of the report's recommendations, the taskforce has developed priorities with suggested actions derived in part from the Coalition team's reported strengths, limitations, and recommendations. Having said that, the taskforce earnestly believes that the success of Greek life at ISU is fully dependent upon the degree to which IFC, NPHC, and PA — as well as the constituent chapters and honorary organizations (with the full support of the Division of Student Affairs) — commit to more fully embracing components of the University's mission, most notably with a focus on student success and community engagement. That is to say, the taskforce encourages all three councils and chapters to "own" the entirety of the Greek undergraduate experience and to demonstrate through their individual and collective leadership the benefits of Greek affiliation. The role of ISU student affairs professionals is, and should continue to be, consultative and advisory to the Greek undergraduate community. Likewise, the taskforce encourages alumni volunteers to be active participants in the wider "Greek Life" initiative as they play a critical role in the lives of chapters and the University. As such, the key to the overall success of ISU's Greek organizations is collaboration, cooperation, and increased participation in the daily life of the campus community.

PRIORITY #1. STRATEGIC PLANNING. Undertake a comprehensive, collaborative, and inclusive strategic planning process that will advance Greek life at ISU with the goal of enhancing the undergraduate experience and increasing student participation in Greek letter organizations. The process should include undergraduates, alumni, and key campus administrators from Student Affairs, Academic Affairs, Residential Life, and the Alumni Association.

In an effort to encourage ownership and alignment with the University mission, the taskforce recommends that the Greek councils, under the coordination of Student Activities and Organizations (SAO), undertake a strategic planning process as suggested in the Coalition team's final report. Specifically, the report suggests setting 1-, 3-, and 5-year benchmarks for success. Further, members of the taskforce encourage the councils to adopt a planning framework organized around the priorities identified in this report. As such, measurable target benchmarks or goals should be based on concrete data such as measures of academic success (mean chapter and council GPA, retention and graduation rates, and other metrics of academic success), overall participation (percent of undergraduate students with Greek affiliation), University Learning Outcomes Assessment (UniLOA) evaluation of student performance across all seven domains (Critical Thinking, Self-Awareness, Communication, Diversity, Citizenship, Relationships, Membership and Leadership), overall Greek community participation in ISU events, and measurable participation in community service. The process should include stakeholders from the active Greek community, student government, residential life, academic affairs, alumni, and the community.

PRIORITY #2. STUDENT SUCCESS.

Insofar as the Greek community is composed of individual men and women pursuing an education at ISU, members of the Greek councils should identify, in concert with their national offices, statements of what constitutes student academic success that include measurable behaviors. From the perspective of the taskforce, student success is understood to be student persistence, above average academic performance (individual, chapter, and council) compared to non-Greek peers, on-time graduation, and meaningful co-curricular experiences inclusive of leadership opportunities that enhance a student's undergraduate experience.

While the taskforce recognizes that students are ultimately responsible for their own academic performance and establishing educational goals, the national Greek system emphasizes the importance of personal development and most organizations have adopted a "whole person" approach. Consequently, the taskforce believes it essential that the ISU Greek community, as part of a broader strategic planning initiative (see Priority #1), identify personal learning and growth goals for all Greek affiliated students. In addition to Priority #1, student success and the tracking of student academic performance will require a system wide data infrastructure as suggested in Priority #6. Finally, any Greek student success initiatives



should seek to partner with the Office of New Student Transition Programs and the Division of Academic Affairs to identify existing programming that would be especially beneficial for Greek student success.

PRIORITY #3: COMMUNITY ENGAGEMENT. Insofar as community engagement is central to the mission of Indiana State University, the taskforce strongly encourages the Greek community and its constituent organizations to participate and take a leadership role in ISU's signature community engagement events. The taskforce encourages Student Activities and Organizations (SAO) to partner with the Center for Community Engagement to coordinate and support these efforts.

As the Coalition's report notes, community engagement and philanthropy are ways to facilitate collaboration and cooperation within and across the Greek community. While the report notes that the majority of formal inter-council and inter-chapter events are inherently competitive, "engagement" events will enable the broader community to develop new shared traditions. For example, Greek organizations are encouraged to participate in Donaghy Day, Martin Luther King, Jr., Day of National Service, Alternative Spring Break, and other existing organized campus events. Beyond building a sense of Greek community through service, events such as Donaghy Day will increase the visibility of Greek organizations, establish Greek affiliated students as campus leaders, and enhance recruitment. Indeed, the timing of these annual events, particularly Donaghy Day in August, have the potential to yield significant benefits for all Greek organizations. Finally, and most importantly, engagement is critical to the ISU experience and central to the institution's mission. As such, we explicitly charge all members, chapters, and councils to embrace engagement and to do so under the broad umbrella of Greek life—not limited to any single organization or council.



PRIORITY #4: LEADERSHIP.

Leadership training and support should be enhanced for all three councils and individual chapters. The taskforce encourages chapter and council leaders (as well as SAO) to partner with appropriate national organizations to promote leadership development.

Current leadership and training activities are coordinated primarily by the Office of Student Activities and Organizations. This office is responsible for not only programming, but it also oversees a grant program that is intended to support student leader travel to regional and national conferences. In terms of programming, the current SAO inventory includes a New Member Retreat and the Greek Leadership Retreat. As the Coalition notes, SAO is encouraged to develop new programming—such as Chapter Leadership Roundtables. Additionally, the report suggests and the taskforce fully supports expanded financial support for chapter and council leader travel—as well as the creation of an annual (or perhaps more likely a biennial) leadership summit that would partner council and chapter leadership with select national organizations to deliver leadership development programming. Based on feedback from student leaders, the councils and chapters are uncertain about how to access financial resources and the specific sources of these resources. For this reason, ISU should consider creating a dedicated and

transparent fund to support Greek student leadership activities. Finally, the taskforce recognizes that the perception may exist that Greek organizations and their leaders are over-programmed. As such, the effectiveness of existing programs should be assessed.

PRIORITY #5: CELEBRATE SUCCESS.

The taskforce encourages Greek organizations (including the Order of Omega), with the assistance of the Office of Student Activities and Organizations, to work collaboratively with all three councils and the Order of Omega (an honor society for Greek organization members) to collaboratively align recognition and awards activities with the values of the Greek community including scholarship, leadership, philanthropy, and service.

The Office of Student Activities and Organizations should inventory the awards and recognition process for programs such as the annual Greek Leadership Awards to ensure that they reflect academic excellence, campus and community leadership, philanthropy, and community engagement. Based on an initial review of the existing awards structure, SAO has identified that recognition for individual, chapter, and council academic performance and improvement do not exist. Student and alumni feedback suggests the President's office should partner with the Order of Omega to revise the current awards structure. Participants at the January 22, 2011, session suggested the creation of a "President's Cup" for the single chapter (IFC, PA, or NPHC) that most fully reflects the combined values of ISU and the Greek community. Finally, a marketing or branding initiative should be used to enhance the visibility of Greek student successes.

PRIORITY #6: STUDENT DATA.

The Office of Student Activities and Organizations, in conjunction with all relevant offices and University personnel, should implement a comprehensive student data collection process to ensure that academic expectations are met, that individual participation is tracked and coded by Greek membership, and that student success goals are achieved. The student data system should be part of the broader co-curricular transcript initiative as well as track chapter and council activities and performances.

The Office of Student Activities and Organizations currently collects GPA data for all Greek-affiliated students and produces regular comparative reports relative to unaffiliated students. Reliable raw data is available dating back to the fall semester of 2002. The comprehensive student data system should be part of the broader co-

curricular transcript initiative. The data to be collected will be identified primarily in Priorities #1, #2, and #3. New methods for collecting data, such as card readers, should be explored, and current and potential systems investigated for collecting and reporting this data. It should be noted that several national offices have member tracking software that may be of use. Additionally, the taskforce strongly encourages SAO to verify local membership with national (or international) offices, as well as other relevant ISU offices (i.e., intramurals/recreation). Data collection and reporting will be essential to maintain accountability in meeting the strategic and personal growth goals of members of the Greek community.

PRIORITY #7: GREEK ALUMNI COUNCIL AND CONSTITUENCY GROUPS. A Greek Alumni Advisory Council should be created with a partnership between the Office of Student Activities and Organizations and the Alumni Association. This group must have a formalized structure within the Alumni Association, but it should maintain an official advisory role for the entire Greek community.

A Greek Alumni Advisory Council, as well as specific alumni constituency groups for each council (NPHC, PA, and IFC), should be created. Greek Advisory Councils are a method some institutions have found to be useful. Any constituency group effort should include active and non-active Greek organizations. The Alumni Association (in consultation with SAO) should be tasked with the creation and management of the advisory group. This council would do the following:

1. provide leadership in the area of scholarship, philanthropy, and service;
2. assist with the engagement of other Greek alumni;
3. provide oversight and advice; and
4. make recommendations for programming inclusive of creating new alumni networks/leadership opportunities.



Ideally, the council would engage representatives from all currently active, as well as non-active chapters, in an effort to enhance the connection between current undergraduates, alumni, and the Wabash Valley. Additionally, the taskforce believes the composition of the advisory council must reasonably and equitably represent the current and historical diversity of ISU's Greek organizations. The advisory council should be active participants in key campus events and celebrations. Finally, the participants at the Advancing Greek Life at ISU event clearly advocated for the creation of Greek Alumni Advisory Council/constituency group to be housed in the Alumni Association and an interface with Student Affairs vis-à-vis SAO.

PRIORITY #8. "SMART" REPORTING AND PROGRAMMING. Streamline student affairs reporting requirements by utilizing the existing inter/national reporting activities of chapters (inclusive of required annual reports). Additionally, the Office of Student Activities and Organizations should seek opportunities to maximize programming through more efficient collaborative programming that simultaneously serves all councils and chapters.

The report and student participants indicate that Greek affiliated students may be over-programmed and that the reporting activities (inclusive of ISU campus requirements) and timelines vary significantly within and between chapters as it relates to ISU and inter-/national organizations. The taskforce encourages SAO to identify reporting and/or training redundancies that might make "programming room" for expanded leadership, student success, and/or recognition activities. For example, chapters produce annual reports for their national organizations that could also be used to fulfill campus reporting requirements as well as the basis for recognition efforts or annual awards. With respect to expanded programming, every effort should be made to utilize existing campus resources to avoid over-scheduling students and duplicating effort.

Housing

The issue of housing has long been a major topic of interest for the entire Greek community. While the written responses from the January 22, 2011, session suggest other issues are higher priorities (see Appendix C), housing and residential life reside at the core of ISU's current strategic plan. As such, ISU is currently undertaking a comprehensive housing planning initiative that will result in the issuance of a request for proposals (RFP) for the design and construction of off-campus housing in the downtown area of Terre Haute in the not too distance future. As part of this planning process, affinity based communities are being created and obviously Greek organizations are a key constituency and recognizable affinity group. According to President Bradley's welcome address on January 22, 2011, Greek housing will be integrated and is a significant component of the planning process.

While feedback suggests no single vision for Greek housing exists and many participants at the January 22 event desire a "Greek Row" be (re-)created (with varying degrees of prioritization), the taskforce does not believe one size fits all. Indeed, the attendees at the campus roll-out appear to concur that housing is a complex issue that is unlikely to be resolved through any single policy, initiative, or construction project. That is to say, the priorities of individual chapters, national organizations, and so on make the creation of a single campus based solution problematic. Having said that, housing, related risk management concerns, and student success as noted by alumni and student leaders at the "Advancing Greek Life at ISU" summit are inter-connected. To that end, the taskforce encourages the campus community to develop strategies for promoting safe living and learning environments for all Greek organizations and students that simultaneously promote student success. Insofar as residence halls have resident assistants, the possibility might exist to partner with residential life or the student affairs in higher education program

to create a cadre of “residential” Greek advisors across multiple housing platforms (if possible). In the end, the taskforce’s primary concern is to ensure that all Greek letter organizations and their student members have safe living and learning environments and that this priority be placed front and center as part of any forthcoming RFP—even if actual construction is not immediately implemented.

Student Feedback: Common Themes

In addition to the priorities, the taskforce did identify several common themes based on student feedback (not previously noted above). Feedback was obtained as part of the January 22, 2011, event as well as a result of a meeting with Tri-Council leadership. While many of these issues are perceptual in nature, the concerns are symbolic and important from their perspective. As such, the concerns are worth noting.

Participation in Homecoming and Spring Week. While the expanded participation in these campus events is a positive development, the current structure recognizes only “overall” competition results. As a result, the perception exists that while Homecoming and Spring Week were historically “Greek” events, the expanded participation does not recognize the unique nature of Greek organizations and the pairing system. The feedback suggests that reporting the results across multiple categories that would include specific recognition of Greek organizations (example: Overall, Student Organizations, and Fraternities and Sororities). Finally, the students emphasize the importance of having a dedicated Greek event such as Greek Week.

Visibility and Office Space. The Tri-Council feedback suggests the current location and configuration of the Greek suite is not prominent enough with respect to visibility. Additionally, feedback suggests

individual workspaces should be created for NPHC, PA, and IFC. An associated issue is the limited space available for NPHC council organizations.

Marketing and Publicity. Student leaders indicate that SAO, in partnership with Tri-Council (or individual councils), should more aggressively work to publicize positive Greek life aspects through vehicles such as press releases and/or brochures. While all ISU chapters participate in philanthropy efforts, IFC, NPHC, and PA have not developed a comprehensive plan for communicating the efforts of Greek organizations to improve the campus community and/or the Wabash Valley.

Finally, the Tri-Council meeting underscored the importance of recognizing that each council and their constituent organizations have their own unique practices and cultures. As such, efforts to advance Greek life should celebrate and embrace the historic identities of each and collaboratively develop a shared “ISU Greek” identify framed by the specific mission of the institution.

Closing Thoughts

The taskforce priorities are intended to provide a framework for students, chapters, and all three councils to collaboratively chart a shared path forward. Based on the discussions of the taskforce, reports detailed in the Coalition Team report, and feedback, ISU chapters and councils have historically been more or less independent and in many respects this has resulted in separate, unique, and distinct identifies (reinforced albeit unintentionally by campus programming and infrastructures) that have limited the scale and scope of interaction, collaboration, and cooperation between chapters and councils. Going forward, the success of Greek life will be determined by the degree to which all constituent groups create a shared “Greek” identify that truly

reflects the values of scholarship, leadership, community engagement, and philanthropy. In the end, the taskforce is confident that, under the coordination of the Office of Student Activities and Organizations, ISU's Greek community can, through intentional planning and hard work, create a new culture that is informed by the University mission—*in particular, student success and community engagement*. In doing so, the taskforce earnestly believes it is essential all councils and SAOs seek to establish new strategic partnerships with key

offices (including the Office of New Student Transition Programs, Center for Community Engagement, Office of Academic Affairs, Residential Life, Alumni Association, and Student Affairs) around campus to enhance the ISU Greek student experience.

In closing, the taskforce recommends that the President reconvene the group (or a subset) in January 2012 to assess progress with respect to the identified priorities. The objective of the assessment process would be to consult with Tri-Council leadership, SAOs, and other key stakeholders.





Appendix A: Summary of Coalition Recommendations

Development of Positive Interpersonal Relationships

1. Develop 1-, 3- and 5-year strategic plans to enhance Greek life and align with University mission
2. Office of Fraternity and Sorority life should partner with national organizations to enhance councils through strategic programming and signature events
3. Office of Fraternity and Sorority Life should identify and promote collaborative service/engagement initiatives that increases cooperation between councils and chapters--reduce perceived emphasis on competition
4. Build community through inter-council collaborations vis-a-vis formal and regular meetings
5. Enhance branding and marketing activities for the Greek community using external agency
6. Use enhanced branding to improve recruitment by emphasizing the benefits and values of Greek life across existing student organizations
7. Promote formal and regular inter-council and inter-chapter communications and information sharing

Leadership Development

1. Create formal leadership programs and consider implementing leadership roundtables within individual chapters (grow leaders)
2. Encourage, incentivize, and fund participation in regional and national fraternity/sorority leadership conferences as well as increase participation in national Greek "umbrella" organizations
3. Encourage IFC to specifically participate in NIC training—will yield benefits for entire community and all three councils
4. Work with student affairs to develop strategies for enhancing the visibility and role of Greek life at ISU vis-à-vis participation in campus leadership roles (i.e., SGA) and activities (i.e., Alternative Spring Break)

Build/Strengthen Social IQ, Citizenship, Service Learning

1. Undertake a review of all governance documents (by-laws, policies, and values statements), update as appropriate, develop new documents as needed, and eliminate unnecessary documents
2. Clarify confusion/uncertainty surrounding risk management and implement FIPG guidelines
- 3a. Engage the campus community and key offices in a discussion of risk management inclusive of the adoption of FIPG policies by councils and chapters, as well as a review of relevant laws

3b. As part of enhancing risk management policies and practices, Greek organizations should partner with key campus offices and local agencies to deliver programming and training

4a. Identify authentic leadership roles for chapter and council leadership inclusive of shaping and re-shaping relevant policies that impact Greek Organizations

4b. As part of authentic leadership experiences, the councils should “own” Greek life and develop structures that hold Greek organizations accountable, such as an All Greek Judicial Board

4c. Encourage council leadership with the support of the University to enhance awards/recognitions and in the process align with shared values of Greek organizations

5. Enhance philanthropy and community engagement with signature events inclusive of a kick-off retreat and recognition for these efforts

Advance Academic Interest/ Graduation

1. Work with the councils to enhance faculty advising and collaboratively author an advisor handbook to promote the “development” of chapter advisors

2a. Work with councils to clearly articulate the academic standards and expectations during recruitment phase and monitor performance of members

2b. Develop “Best and Brightest” academic performance guidelines for chapter leadership to ensure quality leaders

3. Councils and Office of Fraternity and Sorority Life should consider working the First Year Programs to design a FYP for Greek letter organizations that focuses on the transition to college and student success

4. Increase the visibility of and celebrate the Order of Omega and Gamma Sigma Alpha—increasing membership should be a high priority

5. Design and implement a comprehensive chapter and student information system to track individual member and chapter performance across key indicators

Effective Campus Interface with, and support of, the Fraternity and Sorority Community

1. Administrative reorganization and enhanced resources are encouraged for the Office of

Fraternity and Sorority Life inclusive of a direct reporting line to the VP for Student Affairs

2. Create a standing “Monday” morning team that would include student leaders and focus on moving Greek Life forward—not just reactionary

3. Enhance the ISU Greek brand by emphasizing and quantifying the benefits and learning outcomes associated with membership—consider implementing UniLOA

4. Create an Alumni Advisory Board to be named by President Bradley which would provide broad oversight and leadership with respect to fundraising, training, and strategic planning

5. Undertake a comprehensive review of Greek residential life including long term planning that would include campus based Greek housing

6. Work with Alumni Association and inter/national organizations to develop a comprehensive database of contact information, affiliation, and fundraising activities

Appendix B: Activities of the Taskforce

October 20-21, 2010. Coalition site visit and initial meeting of the taskforce.

December 14, 2010. Taskforce meeting.

December 15, 2010–January 5, 2011. Members of the taskforce draft and distribute “priorities” within and among the group. Volunteer drafts used to create a draft priorities document for the January 6 meeting.

January 6, 2011. Taskforce meeting.

January 18, 2011. Taskforce chair (Gatrell) met with “Tri-Council” leadership representing IFC, NPHC, and PA to discuss Greek life at ISU.

January 22, 2011. Campus roll-out with K. Pendleton and M. Lewis.

January 23–February 1, 2011. Feedback from the campus roll-out and finalizing of the final draft for President Bradley.



Appendix C: Summary of January 22, 2011, Participation

A total of 45 alumni, faculty, staff, and representatives of national organizations participated in the alumni/advisor roll-out session. A total of 57 Greek student leaders participated in the student session. All attending Greek advisors and alumni volunteers participated in an alumni session focused on the development of a Greek Advisory Board and the allied concept of “constituency” groups. The combined group participated in a focus set of roundtable discussions organized around: Student Success, Community Engagement, Leadership, and Celebrate.

A total of 17 alumni/staff feedback forms were collected. Eighteen (18) student feedback forms were turned in by Greek leaders in attendance. Roundtable summary sheets for all 10 discussion groups were obtained.

Based on the feedback, the following themes were identified:

The most prominent themes identified as a high priority were: **Housing, Risk Management** (including explicit support for FIPG standards), and **Communication** (inclusive of marketing and a logo).

The feedback suggests the assessment team’s report and presentation failed to directly adequately address **recruitment and enrollment** issues.

Nineteen (19) respondents note **housing related issues** including ten (10) specifically mentioning the importance of “Greek Row” as a model for housing. Yet, 15 of 19 indicate housing is a “LOW” priority.

Several feedback forms emphasize the importance of promoting the values of **multiculturalism** and/or creating a truly multicultural Greek community inclusive of the creation of a Tri-Council network.

The issue of a **Greek-owned event** was noted by students and several specifically emphasize the importance of having a dedicated Greek Week.

Student success or grades was noted (directly or indirectly) in only two responses—although many of other components of feedback implied academics were essential.

Communication and collaboration across councils/chapters is a common theme throughout.

Governance and/or **judicial boards** were mentioned by two active students and two alumni/volunteers.

Training and leadership issues for new members and chapter leaders was noted by several participants.

SAO staffing should include staff and advisors who have specific and direct experience working with NPHC organizations.



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