

***Final Summary for
The University
Task Force on Greek Life***

LSU Greek Alumni Unity Council

*The Definitive Voice for LSU Greek Alumni
Committed to Eliminating Hazing & Substance Abuse*

January 24, 2018

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Summary of Recommendations for the University Task Force on Greek Life

Executive Summary

Thirty-seven LSU Greek organizations recently came together to find solutions for the common challenges we share. These challenges facing LSU and across most university Greek systems are how to eliminate all forms of hazing, curb high-risk drinking, illegal drug use, sexual misconduct, and promote student safety. To accomplish these goals, there needs to be a holistic cultural shift that includes education, training, accountability, transparency, and communication. Each of these are vital components in the solution matrix. Effective implementation must move away from the current top down approach of the University dictating policies to 18-22 year olds, and incorporate multiple stakeholder involvement in planning and implementation.

We recognize that a shared sense of urgency and initial buy-in from students and the University must be obtained for the desired effects. Some of our recommendations are immediately actionable, while others will require time and a long-term commitment to fully implement. Hopefully, the University will recognize the improvements that are not immediately achievable and develop a reasonable timeframe for implementation. Ultimate success will be determined by the level of involvement from the University, Greek alumni, parents, national organizations, and the local community.

In many areas LSU has advanced more proactively than many universities. However, collectively we can take this opportunity and mandate to further overcome our challenges. Currently there is very low level collaboration between the stakeholders and the University administration in terms of communication and transparency, as well as levels of input into the types of training offered by the office of Greek Life to the students and advisors annually. The undergraduates fully fund the office of Greek Life and their chapters and chapter alumni should have a larger say in how the nearly \$700,000 is spent annually.

Internally, each chapter needs to develop or reinforce better peer-to-peer self-governance that is effective to rid chapters of the members not acting in accordance with each chapter's stated ideals. Along with greater internal accountability, the stakeholders need to redefine hazing, and establish set penalties for violating these agreed upon standards. The University should move away alcohol consumption policing and shift it to a law enforcement issue.

For many Greek members, their fraternity and sorority experiences shape their after-college life. They learn real world interpersonal and leadership skills not taught at the college level that allow them to quickly assimilate to large corporate structures or their own entrepreneurial endeavors. Without these essential groups, LSU would not be the University it is today. We hope our recommendations and many other practical changes will be considered essential in revamping our Greek system for the next 150 years.

Introduction

LSU Greek Alumni Unity Council

Representatives from thirty-seven LSU Greek organizations have formed the LSU Greek Alumni Unity Council, met numerous times, formed a 7-member board, and formulated serious recommendations for the betterment of our Greek system. We have studied many university reports and combined our board members' experiences and talents to help facilitate these needed reforms. This Summary of Recommendations represents our collaboration with the University Task Force on Greek Life to initiate culture changes, and partner with the University in our common goal of keeping the Greek system alive and vibrant here at LSU.

Long-Term Cultural Changes

The North-American Interfraternity Conference website, www.nicindy.org, states: "The issues facing our communities are not new, yet our approach to tackling them needs to evolve. To shift campus culture and achieve the Vision for Fraternity Communities—to Engender Trust and Confidence in the Fraternity Experience—we must first embrace four basic assumptions about creating change in our communities."



If there was one solution to fix negative aspects of campus cultures, it would have been done by now.

Complex problems require multiple strategies working in coordination over a sustained period to foster dramatic change.



A top-down strategy of issuing a bunch of new policies without buy-in isn't going to move the needle.

Engaging stakeholders in solutions that impact their lives fosters the commitment required for authentic change.



A cookie-cutter approach for 800 different campuses won't work.

Each campus requires customized solutions that align with the industry's direction and its unique environment.



Campus cultural change will not happen overnight.

Each campus needs an **intentional, phased approach** that moves its local culture in a positive direction.

Our Greek Alumni Unity Council believes that these cultural changes must involve shifting from a "pledge" mentality to a holistic member development mentality, eliminate all forms of hazing, and improve alcohol and drug abuse awareness on our campus. In addition, we must continue our decreasing trend of sexual misconduct and abuse. We believe education and training combined with accountability are the most effective methods to influence these types of cultural changes.

To augment the NIC's phased approach to shifting a culture we have identified five focus areas where our Council recommends that the University and its fraternity and sorority organizations concentrate our long-term efforts.

Focus Area 1: Roles & Purpose

Although most of our recommendations presented are actionable, we would like to develop a joint statement of purpose regarding LSU's relationship with fraternities and sororities. Providing a clear and concise Purpose and Code of Conduct establishes the basis from which all recommendations can be positioned.

- 1.1. Stated Purpose & Common Goals
- 1.2. University Code of Conduct

Focus Area 2: Governing Framework

Each governing entity must do their part to ensure the consistency and clarity that will be necessary to foster the optimum outcome within the Greek community. Each should develop a formal statement of relationships, shared expectations, and community standards. All entities should conduct a complete internal review of documents, structures, policies, procedures, and programs to establish relevance and clarity of purpose toward stated outcomes.

University Level

- 2.1. Office of Greek Life
 - a. Maintain current new member affiliation time frame and 4-year membership opportunity.
 - i. It should be noted that no definitive research or convincing evidence has been shared by any other institution that deferring recruitment has significant academic benefits or reduced alcohol or hazing incidents.
 - ii. Address specific behavioral and cultural changes directly.
 - iii. In addition, the unintended consequences will be significant and very negative to the University and its Greek organizations.
 - iv. See Addendum One, Page 11
 - b. Evaluate, improve and coordinate education and training capabilities.
 - i. Develop campus-specific training, and reprogram social driven activities; combine with community-driven standards.
 - ii. Develop more proactive training.
 - iii. Implement a Bystander training program. Real world training regarding alcohol poisoning and drug overdose; what are the signs and how to respond.
 - iv. Include post training evaluations on individual training sessions.
 - c. Include alumni advisors in Greek Life planning process.
 - d. Maintain the dual path of accountability within LSU Greek Life department.
 - e. As the direct governing body for the Greek organizations create a high standard of mutual trust and transparency.
 - f. Update all council related agreements and ratify annually, including the 2008 Social Contract.
 - g. Request the LSU President and Senior Leadership officials participate directly in key Greek Life meetings.

2.2. IFC, PHC, & NPHC

- a. Eliminate events with alcohol the first week of each semester. Chapters should host more Brotherhood/Sisterhood events this week.
- b. Enforce alcohol-free new member recruitment, philanthropic, and new member activities.
- c. Recommend policies for more social events without alcohol between organizations and individually among sororities & fraternities.

2.3. Greek Alumni Unity Council

- a. This council should be chartered with specific advisory responsibilities related to the governance and direction of the Greek system. It should be charged to work in partnership with University and undergraduate chapters to improve and grow the community, promote the health and safety of its members, and promote self / peer-governance among the fraternity and sorority community.

Chapter Level

2.4. Organizational Requirements to be met each semester

- a. Submit to LSU Greek Life each chapter's calendar of on campus events and those with other Greek organizations at the start of each semester. Have post-event conversations about the events with chapter leaders and advisor(s); create a template for ease of review.
- b. Membership Contract to be signed every semester to include General Responsibilities, Code of Conduct, Financial, Release/Authorization for direct contact with parents, medical and academic issues, and Separation of New Members. See Addendum Two, Page 14
- c. Each organization should maintain per semester academic requirements to maintain active status.

2.5. Alumni Advisory Boards

- a. Have multiple "designated" advisors available, subject to each organization's National policies and require a minimum of one advisor to live in the greater Baton Rouge area.
 - i. Building strong partnerships with alumni advisors should be a top priority along with establishing clear and consistent channels of communication to all stakeholders. Operating within each organizations' national bylaws, active and accessible alumni advisors are critical for oversight and continuity.
 - ii. Their participation and roles should be integrated into each chapter's internal governance and judicial board processes.
 - iii. The membership size of each chapter should dictate the relative number of alumni advisors required. For example: active members <50 = 1 advisor; 50-100 = 2 advisors; >100 = 3 advisors. Even in a smaller chapter, sharing duties with another advisor promotes more active and coordinated involvement.
 - iv. In addition, at least one advisor should reside in the local Baton Rouge area for ease of access.

- 2.6. Educational & Leadership Programs
 - a. Employ a balanced approach to education and training regarding: hazing, sexual assault, alcohol and drug abuse, and high-risk behavior.
 - b. Utilize and coordinate national, local, and campus resources within each Chapter.

- 2.7. New Member Educational Program
 - a. All meetings with new members through the Fall semester 2018 will have an Alumni Advisory Board member present.
 - b. No member, associate or active, shall participate in any new member meetings under the influence of alcohol or illegal drugs.
 - c. Coordinate with national organizations' programming and establish duration of new member uninitiated status to be no more than 60 days.
 - d. Submit written New Member Education Plans to the Office of Greek Life Office annually.
 - e. Receive Office of Greek Life's feedback and assistance to improve the programs.

- 2.8. Judicial Board
 - a. Verify annually that all chapters have a functioning Judicial Board with alumni advisory oversight.
 - i. PHC organizations seem to have better organized and functioning standards/judicial processes than the IFC groups. Many of our fraternities rely on their chapter officers to determine consequences for policy violations, and often in a reactive and poorly organized posture.
 - b. Greek Life should annually require a detailed outline and verification of each organization's internal judicial process. Verification could require acknowledgement from chapter Presidents, Housing Corporation, and Alumni Advisors.
 - c. Without functioning and verifiable advisory and judicial boards the long-term goals of leadership and accountability cannot exist.
 - d. Office of Greek Life present more support and training directed to this subject matter to help students continue to do the right thing, even when difficult.

Focus Area 3: Risk Management

All our organizations and their members are obligated to abide by University and their national organization's policies, and federal and state laws. However, the reality is that this is not always the case. Our common challenge is how to eliminate all forms of hazing, curb high-risk drinking, illegal drug use, sexual misconduct, and promote student safety. Any changes must have the buy-in from students and stakeholders (advisors, house corporations, national organizations, etc.) to have the desired effects.

Toward this goal, we recommend the following steps:

- 3.1. Social Event Registration Process. Steps must be taken to reverse the trend of unregistered social events and reduce the effects of unregulated alcohol consumption.

- a. Organizations Reaffirm to Register all Social Events in Houses.
 - i. Revisit current policy details
 - ii. Improve LSU approved security vendor options
 - iii. Allow chapters to register "tailgate" parties at houses before and during home football games without security and third-party vendor requirements; these gameday activities are in a more confined and safe environment.
 - i. Better food options
 - ii. More alumni participation at house than around campus
 - iii. Consider anything after the game ends a party that should be fully registered
- b. Organizations Agree to Ban Hard Alcohol & Common Source Alcohol from Chapter Premises (any drinks with an ABV higher than 15%).
- c. Organizations Agree to Strict Implementation of BYOB Policies.
- d. Alcohol Restricted to Common Areas During Registered Social Events.
- e. Implementation of 3:1 Guest/Member Ratio.

3.2. National & Local Organization Guidelines

Each organization must abide by their respective national's guidelines. Where the local organization timelines or guidelines conflict with the University, those conflicts need to be resolved.

3.3. Hazing, Alcohol, Drugs, and Sexual Misconduct

- a. Eliminating all forms of hazing is undoubtedly the highest of all priorities. We feel that this objective is attainable through a coordinated effort by all the stakeholders involved, and coordinating all the following items into one matrix.
- b. The immediate and actionable steps are:
 - i. Redefine hazing at all levels to include University officials, undergraduate members, and alumni groups to reflect a common understanding of the change we expect immediately. Ensure these definitions do not violate any national policies and to ensure full participation in eliminating hazing a LSU.
 - i. The Fraternal Information and Programming Group (FIPG) definition of Hazing adopted June 2017; [See Document Resources, Page 19](#)
 - ii. Coordinate definition with our recommendations of Tiered Violations
 - iii. Require and verify functioning Alumni Advisory Board and Judicial Board processes within each organization
 - iv. Communicate ZERO tolerance for hazing violations through on-going campaign involving LSU Administration, Greek Life, and Greek Alumni Unity Council
 - v. Any violations will be dealt with accordingly
 - i. Member suspensions, law enforcement, LSU expulsion, and/or loss of chapter recognition

- c. Long-term cultural changes must include:
 - i. Buy-in from all stakeholders, especially active members
 - ii. They must understand that anything that creates a class distinction between uninitiated and initiated members is unacceptable; even the simple distinction of not allowing associate members to enter chapter houses through their front doors has negative connotations, is unacceptable and will have consequences.
 - ii. Active alumni advisors and stakeholder involvement
 - iii. An effective self-governance and peer-to-peer leadership model that perpetuates long-term accountability
 - d. University invests in more effective anti-Hazing programs with complementary programming from the chapter level.
 - e. Alcohol and Drug reduction or elimination programs that are more effective.
 - i. Partnering with alcohol and/or drug rehabilitation programs and make it a focal point community service program like Habitat for Humanity.
 - ii. Bring in current or former LSU Greeks battling with dependency issues they developed as an undergraduate and the signs to identify a functional alcoholic or drug user.
 - f. Continue Sexual Misconduct training as it has been emphasized the last few years.
 - g. Develop a new series of training and optional speakers every 2 years at a minimum with input from undergraduates and alumni advisors.
 - h. Better leverage speakers and trainings from the national organizations of the chapters on campus. National organizations invest heavily in training for their respective chapters nationwide and are not fully utilized by LSU to offer current and relevant training sessions.
- 3.4. Law Enforcement
- a. Enhance coordination between LSUPD and local law enforcement regarding police presence to promote student safety and accountability.
 - b. Shift alcohol consumption to a law enforcement matter rather than a University policy violation. This will better align roles and responsibilities.

Focus Area 4: Organizational Accountability & Conduct

Currently, many LSU Greek organizations are failing to adhere to their own risk management policies and University policies. Irrespective of specific issues, there is not a consistent culture of accountability among all organizations. Top-down and unrealistic policies produce adversarial situations which ultimately lead to organizational failures, or at best constant battles for their continued existence.

Governance and leadership in a large university Greek system must have multiple components proactively working together. Eighteen to twenty-two year old students often make bad choices. When violations occur, accountability, responsibility, and consequences need to be determined. Developing successful peer-to-peer and self-governance capabilities will promote more successful chapters, and dramatically improve relations between the University and its Greek organizations.

The general consensus is that successful culture change will rely heavily on student self-governance and peer accountability. The students and organizations ability to hold themselves and their peers accountable for violations of University and fraternity/sorority policies will develop a culture of leadership and accountability that will in turn address these systemic issues at the grass-roots level. The long-term objective in this regard is reducing violations through established and verifiable accountability procedures resulting in voluntary compliance with established policies.

Cited in a Clemson University 2014 IFC Task Force Report, LSU was recognized as having developed processes for organizations that are designed to be more collaborative in nature, allow for greater involvement of alumni advisors, and focus on getting chapters to accept responsibility when they are at fault. These processes also allow full and complete chapter participation with direct input on their corrective action.

- 4.1. Each organization needs to demonstrate a comprehensive and cohesive process of member and chapter accountability, and match each entity's (housing corporation, chapter officers, judicial/standards board, and members) roles with specific responsibilities and interaction.
 - a. Developing new models of accountability within each organization and building trust in these systems should be an immediate focus. This coordinates with developing new mechanisms for chapters and councils to adjudicate violations in partnership with the University, and Greek Life will become more confident in utilizing the self-governance path of accountability.
- 4.2. Model after the Theta Xi Fraternity Core Leadership Program to supplement each organization's existing procedures.
 - i. The LSU chapter adopted an integrated leadership and self-governance model in September 2013. Their program is based on: (1) members taking personal responsibility for their actions, (2) immediate reporting of infractions, (3) investigation of infractions, and (4) a very clearly defined process for internal accountability.
 - ii. It is much more than a Judicial/Standards Board. The structure empowers leadership from within the membership, and doesn't just rely on the elected officers or the alumni advisors. It provides continuity and stability for the chapter's long-term success.
 - iii. See Addendum Three, Page 16
- 4.3. Develop agreed upon health & safety benchmarks to show improvement or revise policies to achieve desired goals.
- 4.4. Develop an Amnesty Program to encourage professional help without fear of LSU sanctions. When a member needs medical/professional assistance with any situation, health and safety concerns should take immediate priority over the possible consequences of taking action.
- 4.5. When violations of University and/or organizational policies occur, and the Office of Greek Life is involved we recommend adoption of a three-tier adjudication process. If a chapter's functioning self-governance model can identify and internally adjudicate violations, they must maintain records for three years for reference purposes. Maintaining a high level of mutual trust and transparency will foster a greater success.

Tier Description	Tier 1 -- Low-Level Violations / Low-Level Violations with Proscribed Outcomes	Tier 2 -- Mid-Level Violations without Proscribed Outcomes	Tier 3 -- High-Level Violations
Violation Examples	<ul style="list-style-type: none"> • Unregistered Social Events/Social Events with Unrecognized Groups • Minor Alcohol Infractions • Organizational Misconduct • Recruitment Infractions 	<ul style="list-style-type: none"> • Mid-Level Alcohol Violations (Common source, distribution to minors, etc.) • Drug Violations • Vandalism/Theft • Fighting/Physical Abuse • Medical Transports 	<ul style="list-style-type: none"> • Hazing • Sexual Misconduct • Sexual Harassment • High-Level Alcohol Violations • High-Level Drug Violations
Adjudication Process	Proscribed Penalty assessed by Greek Life, with appeals process	Partnership Process -- Chapter Self-Investigation and Development of Outcomes with Greek Life	Cases investigated and adjudicated by Student Judicial Affairs or appropriate officials

- 4.5.1. Tier 1 Incidents – Proscribed penalties would be automatically assessed upon receiving a report related to alleged misconduct, if it is determined that more likely than not to have occurred. If an organization chooses to appeal, it would be made to the appropriate governing body. A schedule of fines and consequences would have to be determined. For example, an unregistered party is a \$500 fine and/or the loss of a future scheduled event.
- 4.5.2. Tier 2 Incidents – After a report of a potential violation is received, the organization in coordination with Greek Life determines the appropriate path forward and accountability measures. Once Greek Life is satisfied with the outcomes, they will be accepted and the case closed. If not accepted, the case will be forwarded to Office of Accountability for further review and adjudication.
- 4.5.3. Tier 3 Incidents – Cases would be investigated and adjudicated by Greek Life in coordination with the organization under the Student Code of Conduct.
- 4.5.4. We recommend establishing sanction levels for illegal drug possession and use based on the nature of the particular offense, the welfare of the student, and the prior disciplinary record of the student ranging from reprimand, probation, counseling, suspension, to expulsion.

Focus Area 5: External Partnerships & Stakeholders

All the parties should work together to access and better understand what services chapters are receiving through their national headquarters and coordinate complementary University resources, while avoiding unnecessary duplication. Participation from outside stakeholders, especially alumni and parents, add support and resources at all levels of operation.

- 5.1. Engage fraternity/sorority alumni and parents
 - i. Greek alumni often represent huge underused resources of experience and guidance. Many times, their presence and participation is not well accepted at the undergraduate level, however, if their energy and resources are utilized in a positive direction they can have a potentially large positive impact on the community.
 - ii. Although parents may not possess working organizational experience, their vested interest lies in their children. Properly engaged and accepted parental assistance can be a tremendous resource.
- 5.2. Develop partnerships with Alcohol & Drug Prevention and Sexual Violence Prevention Offices
 - i. Seek existing educational and training programs, and develop strong prevention partners.
 - ii. Partner in activities that encourage healthy living.
- 5.3. Encourage stronger involvement from chapters' national organizations
 - i. Share among all chapters' best practices and existing programming from our national organizations.
 - ii. Collaborate within your national peer chapters on ways to address fraternal issues that you each share.

Final Thoughts

There are many pieces to the puzzle of success, and each must act within their designated role in a transparent and coordinated effort to effect positive change and outcomes. Too many unrealistic policies will doom the system to failure, as will the lack of individual and organizational accountability.

Simply stated, the organizations that are willing to make some cultural changes and can operate within the system will survive; those who cannot adapt will cease to exist.

Our LSU Greek Unity Council members are united in these positions. We hope that the President's Task Force on Greek Life and the Administration will recognize our collective experience, vested interest in our common goals, and adopt these recommendations moving forward to keep our Greek system successful long-term.

Addendum One

2.1. Office of Greek Life

a. Maintain current new member affiliation time frame and 4-year membership opportunity.

Deferred rush goes against the very mission statement of LSU Student Life. Research on the effect of deferred recruitment on areas such as academic performance, alcohol and substance abuse, hazing, sexual assault, and individual student development has not been conducted to prove this hypothesis. Would Freshmen be required to defer from all other student organizations as well? Football, Band, SGA, etc? Universities often refer to easily dispelled anecdotal evidence to support a deferred rush recommendation.

Arguments opposing deferred recruitment

- Community position
 - The representative community organizations favor open recruitment with no restrictions.
 - Their position is based on the belief that membership in fraternal organizations is a right to freely associate afforded to students by the US Constitution, that membership aids in transitioning students from high school to college, and membership aids in the retention and academic success of students.
- Freedom of Association
 - The opportunity to join student organizations is part of how LSU sells itself to prospective students.
 - As a state supported public institution, LSU is expected to uphold students' rights. Placing restrictions on when a student may join a group infringes on the rights of all students. A federal court ruling in 1995 found that restricting the ability of fraternal organizations to recruit violated the right of freedom of association, as defined by *Healy v. James*, 408 U.S. 169 (1972) (Hauser, 1995).
- Transition from high school to college
 - The 2006 Pascarella research study shows that any impairment to cognitive development and adjustment to the academic lifestyle was not statistically significant in year two of the student's career. *Pascarella, E., Flowers, L., Whitt, E. (2006). Research revisited: Cognitive effects of Greek affiliation in college: Additional evidence. The Oracle, Vol. 2, Iss. 2, September 2006, pp 117-132.*
 - It is reasoned that, barring other issues, membership in a Greek organization serves a positive role in assisting in the student's transition to campus and academic life. These organizations provide a small, intimate support network for their members. Fulfilling the need for a "sense of belonging" assists in overcoming feelings of homesickness and should aid in retaining students.
- Risk reduction and structured education programming is targeted toward members
 - Risky behavior by college students is common. Whether the behavior is related to underage alcohol consumption, binge drinking, physical assault, sexual assault, hazing, or injuries due to fighting, institutions of higher education are expected to have policies and prevention efforts in place to address it.

- Greek organizations provide three key ingredients for educating students about these perils: 1) a captive audience, 2) prepared programs and policies, and 3) adult oversight.
- Involvement opportunities during the first 6 weeks of college
 - According to research by Woosley (2003), the ability of students to engage in activities within the first six weeks of college is positively correlated with a higher degree of program completion. *Woosley, S. (2003). How important are the first few weeks of college? The long-term effects of initial college experiences. College Student Journal, June 2003.*
 - Greek organizations provide members a home-away-from-home, an instant social network, and a sense of belonging.
 - Noting that the retention and graduation rates of students are primary concerns for institutions of higher education, it stands to reason that colleges should be providing opportunities for students to be involved on campus.
- Promotes underground activities in the fall semester with first year students
 - In the absence of a structured process for the recruitment of first semester students, months of unchecked recruiting can occur and the opportunity to provide programming aimed at risk reduction is lost.
- Deferred recruitment simply delays the contentious issues that exist
 - Deferred recruitment does not eliminate academic concerns, alcohol abuse, hazing, or other risk management problems.
 - The key is a partnership with trust and transparency between the host institution, the national organization, the local advisor team, and local student leaders. The goal among the partners should be to reach students as early as possible. Membership in a fraternal organization fosters a spirit of brother/sisterhood, support, and friendship which can serve as a safety net for new students as they become acclimated to the university environment.

Arguments supporting deferred recruitment

- Allow first year students a semester to “fully transition” to college
 - Research conducted by Pascarella (1996) indicates that students who affiliate with fraternal organizations during their first year may not be as successful at integrating into academic life. *Pascarella, E., Edison, M., Whitt, E., Nora, A., Hagedorn, L., & Terenzini, P. (1996). Cognitive effects of Greek affiliation during the first year of college. NASPA Journal, 33(4), 242–259.*
- Students who join fraternal organizations engage in underage drinking
 - National studies, such as the C.O.R.E. survey, indicates that members of fraternities and sororities engage in high risk drinking behavior at a higher frequency than nonaffiliated students.
- Allow first year students to establish a GPA prior to joining a fraternity or sorority
 - Research has demonstrated that students who join fraternal organizations earn lower grade point averages than students who do not (Pascarella, 1996).

- Allow first year students to gain a perspective about fraternal organizations
 - Each organization has its own history, traditions, alumni networks, philanthropy, and requirements for membership. Students arriving on campus find it difficult to decide which organization is the best fit for them; knowing that membership is exclusive and for life.
- Allow for upperclassman recruitment in the fall semester
 - Open recruitment favors first year students and disadvantages upper class students from joining.

Unintended Consequences

- Instead of one week of controlled recruitment, there would likely be six months of massive parties and constant competition with other fraternities on campus for bigger and more frequent events.
- New students miss out on 1/8th of Greek Experience and the skills they learn from those chapters
- The chapters have no influence over prospective new members during this extended period. The social contacts would shift to parties/bars/clubs for Freshmen hoping to get invitations to join.
- January weather for formal rush would be horrible and winter break would be cut short to prepare; especially the extended time lines required for our sorority rush schedules.
- Incoming students will be excluded from a major part of campus life.
- Revenue lost in each house will be substantial if chapters are restricted from some segment of the school population.
- Lower Freshman GPA since the LSU All Greek New Member GPA is higher than the All Freshmen GPA.

Final Thoughts

Many freshman in their first weeks of school wants to find friends, feel included and be comfortable in college life. Whether freshmen find this in sports teams, clubs or the Greek system, that decision should be available and open to them from their very first semester at LSU.

Addendum Two

2.4. Chapter Level

- b. Membership Contract to be signed every semester to include General Responsibilities, Code of Conduct, Financial, Release/Authorization for direct contact with parents, medical and academic issues, and Separation of New Members.** (Subject to each organization's national policies)

Sample Pi Kappa Alpha Fraternity Membership Agreement

The following agreement is between (print name) _____, LSU ID _____ and the Alpha Gamma Chapter of Pi Kappa Alpha Fraternity at Louisiana State University (LSU) throughout my time at LSU as long as I am a member. Membership will continue until I graduate, become an alumnus, resign, or get released from the chapter.

I agree without reservation to the following:

MEMBERSHIP AGREEMENT

1. I will fully participate as a Member. This includes paying my dues on time, attending weekly meetings and participating in Designated Chapter Functions (DCF). Current semester dues are \$_____ and included a full meal plan (___ meals/week) at the house, along with exchanges, bus trip, house parties & other social/ philanthropic activities.
2. I agree to participate in any Designated Chapter Functions (DCF) sponsored by my fraternity or could be fined for missing event.
3. I agree to let Pi Kappa Alpha's Alumni Advisory Board check my grades via any means necessary.
4. I agree to let Pi Kappa Alpha's Alumni Advisory Board send a copy of this agreement to my parents or legal guardian.
5. I agree to let Pi Kappa Alpha's Alumni Advisory Board discuss any current legal, medical, or academic issues with my parents, school officials, or law enforcement.
6. If I wish to terminate my membership, I am fully responsible to submit a completed "Resignation Form" as outlined in chapter by-laws and the Pi Kappa Alpha Constitution.

Initial _____

CONDUCT AGREEMENT

I realize my behavior from this point forward, no longer only affects me. Any mistakes I make will now reflect poorly on my fraternity and all its members and alumni. I agree without reservation to the following:

7. Obey all rules of the Pi Kappa Alpha fraternity, LSU, Louisiana laws, and Federal laws at all times.
8. NEVER bring anything illegal to the Pi Kappa Alpha House or to any event where the fraternity is the sponsor, co-sponsor, or where the fraternity is represented.

9. Report to the Fraternity President and/or Alumni Advisory Board any activity which I feel is in violation of any Pi Kappa Alpha, LSU, and State or Federal law.
10. Abide by chapter approved social media policies. This includes all media taken at the Pi Kappa Alpha house, events, or any images linked to the fraternity.

I realize violations of any kind of the above could result in my immediate release from Pi Kappa Alpha. In addition, I realize I am responsible for adhering to all above so long as I am connected as a new member, active, or alumni of Pi Kappa Alpha.

Initial _____

FINANCIAL AGREEMENT

I realize that this payment system allows the chapter to have proper cash flow to pay for meals, social, and all other expenses in a timely manner.

11. Dues are paid in 2 methods:
 - A. Cash/check the 1st week of school at chapter meeting each semester or
 - B. Billed on LSU Bursar’s Advanced Billing System (ABS) system; Students opting for the ABS system should pay 1/2 of their dues the first month, and 1/4 of their dues the each of the following 2 months.

Not paying in accordance to either of the methods could lead to me being held in bad standing with the chapter and not allowed to participate in events.

Initial _____

SEPARATION AGREEMENT (for New Members)

12. I realize as a new member (pledge) of the Pi Kappa Alpha fraternity, that I can be released from my pledge period at any time.
13. I realize that I have the option to resign my New Member status with Pi Kappa Alpha anytime I choose without repercussion.
14. If I choose to resign my New Membership status (or if I am released), I agree to immediately return to the fraternity the Garnet & Gold Membership Manual, Pledge Pin, Signature/Education Manual, and any additional fraternity documents given to me by my Pledge Educator or Chapter officers.
15. I agree that these materials and all contents are property of the Pi Kappa Alpha Fraternity and Alpha Gamma Chapter. I also agree to not copy the contents of the Signature/Education Manual or allow anyone else to do so. Doing so could cause irreparable harm for which I could be found liable.

Initial _____

Pi Kappa Alpha Member

Date Signed

Addendum Three

4.2. Model after the Theta Xi Fraternity Core Leadership Program to supplement each origination's existing procedures.

Introduction

In September 2013, the LSU Theta Xi chapter adopted a self-governance model that has proven to be extremely successful. Its core concepts are: (1) leadership from within, (2) promote individual responsibility, (3) provide a structure to deal with issues as they arise, and (4) provide continuity and stability for the Chapter's long-term success.

Rendering discipline from the alumni Housing Corporation level often comes across as adversarial. After realizing that the Chapter officers were being asked to be the Chapter "police" in addition to their administrative and leadership roles, their advisors began to look for an alternative method to govern. The primary focus of this initiative is to force individual members to take personal responsibility for their own actions, and have more members take responsibility for the overall success of their organization.

Through their **Core Leadership** program leadership comes from within the Chapter, not just the daily leadership of the current officers, but from the will of the majority of their members.

- Annually 21 core leaders are chosen equally from the upper classmen. They volunteer and are appointed by the Chapter Executive Board, not elected, and not to include more than 2 officers. These members commit to guide both individual members and the chapter as a group, while making course corrections when necessary.
- A **Code of Conduct** was ratified and **Position Statements** were created on Alcohol & Drugs, Damage to Property; High-Risk Behavior, and Hazing & Pre-Initiation Activities.
- Specific consequences were established and individual members were put on notice that they will be held accountable for their own actions, or the whole Chapter will become responsible.
- The Core Leaders elect a 5-member **Policy Board**, and those 5 elect a **Policy Board Chairman**. The Policy Board is responsible for reporting all incidents to the Chapter and Housing Corporation Executive Boards, determining details, and rendering the disciplinary action as established by the Position Statements.

Appointed (or removed) by the Chapter Exec Board, and Housing Corporation President the Core Leaders and its Policy Board report to the Chapter and Housing Corp Executive Boards. Policy Board with its specific stated responsibilities is an extension of the authority granted the elected Chapter officers. (Housing Corp Exec Board consists of its President, Chapter Advisor, and one other appointed Housing Corp member)

Responsibilities & Working Model

The elected Chapter President and officers govern the Chapter on an ongoing basis with adherence to the Theta Xi Constitution and By-Laws. The Core Leaders are extensions of the leadership and along with the officers are the moral compass of the fraternity to do things right...to lead from within. That includes direction, guidance and leadership to promote the long-term success of the organization. While Policy Board is the investigative and disciplinary arm, the officers are ultimately responsible for exercising discipline and member sanctions when applicable, which can include member suspension as per their Constitution.

Theta Xi Association, Inc. (Housing Corporation) is responsible for items relating to ownership of the fraternity house including maintenance, house residents, insurance, improvements and employing staff. In addition, key roles are to provide oversight of the undergraduate Chapter and to provide long-term vision and guidance. The Housing Corp can hold the Chapter accountable including withholding of funds and/or restriction of all social activities, but may not discipline any member specifically, other than forbid any member(s) from being on property including removal from the resident rooms. The Chapter Advisor can petition their Grand Lodge for specific member disciplinary action including permanent suspension if deemed necessary.

The Core Leadership Program was created on September 17, 2013 as an amendment to the Chapter Bylaws to provide additional Chapter leadership, adopt and uphold Policy Statements for its members, create a Policy Board for disciplinary review and action, and provide for the continuity of established policies.

Position Statements on Alcohol & Drugs, Property Damage, High-Risk Behavior, and Hazing & Pre-Initiation Activities as well as the specific and escalating consequences for each position violation were established by the Core Leaders. At least annually they are reviewed, and amended if necessary.

A 5-member Policy Board is elected from within the Core Leaders, and within those 5 members they elect a Policy Board Chairman. It is the Policy Board's responsibility to determine when members violate any of the Position Statements, and/or Code of Conduct, investigate accordingly, and render sanctions. The Chapter Advisor is a participating but non-voting member of the Policy Board.

An Incident Report must be filed with EC and Housing Corp Board on every incident adverse to their Position Statements, Policies, Code of Conduct, Theta Xi Risk Mgt, and LSU policies *within 24 hours of discovery*. Every Chapter member is charged with the responsibility to report infractions to the Policy Board for review. Any of the three entities, EC, Policy Board, or Housing Corp Executive Board can submit an Incident Report and copies sent to the other entities. Prompt submission is essential to: (1) inform, (2) insulate and protect entire organization from detrimental actions of reckless members, and (3) assess the need for action by Chapter, Housing Corp, University, Theta Xi National, and/or Law Enforcement. *Failure to report a known incident subjects the entire Chapter to immediate disciplinary action.*

Initial Incident Report is to include:

- Detailed description of whatever is known
- What happened
- Who was involved
- Witnesses
- Dangers to safety, damage & injuries if incurred
- Any additional information is to be added when discovered and included in subsequent draft versions.

The Final Incident Report includes member(s) sanctions for applicable violations of the Theta Xi Constitution, By-Laws, Policy Statements, or LSU policies and is submitted to Chapter EC and Housing Corp Exec Board. Chapter EC and/or Housing Corp Exec Board may request additional review and further action; otherwise EC will accept Policy Board's final Incident Report. With a 2/3 vote the Chapter EC may override the Policy Board's final Incident Report.

For an incident that can be deemed serious, and/or could result in severe consequences from the University, concurrence with the final Incident Report from Housing Corp Exec Board must be obtained. In certain situations, the Policy Board Chairman or the Chapter President may delegate to the Housing Corp Exec Board the role of Policy Board and its decision will be final.

Confidentiality within the Chapter membership is essential to foster trust and candor. Each situation will determine the level of confidentiality that will be maintained, and in unique situations Core Leaders, Policy Board, and EC may only be informed on a limited basis.

Although with different roles, each share a common bond and desire for long-term success. For this self-governance model to be truly successful, each entity's role must be coordinated and performed correctly.

Summary

Although all the Position Statements are reflected in LSU and Theta Xi National's guidelines, they became much more meaningful when put forth directly by the membership. The Core Leadership Program is based on members taking personal responsibility for their actions, immediate reporting of infractions, investigation of the infractions and very clearly defined process for internal accountability.

The 3-member Housing Corporation Executive Board created the Core Leadership program, and has attested that over the last four years there have been some stressful situations. In each situation, the will of the majority to do things right has prevailed and the chapter has made tremendous strides. Members have been permanently suspended, several required to go inactive and others placed on social probation for varying durations. While the Housing Corporation Executive Board reviews the Incident Reports and provides oversight, the most impressive part is that all has been managed internally by the Chapter.

The Theta Xi Core Leadership model is quite unique and gives their Chapter the process with which to deal with incidents when they occur, promote member responsibility, and allows self-governance. It is much more than a Judicial / Standards Board. The structure empowers proactive leadership from within the membership, and doesn't just rely on the elected officers or Housing Corporation.

The undergraduate membership has actually taken ownership of this governing process, and use it as a valuable asset in their new member recruiting process.

Document Resources

LSU Greek Alumni Unity Council Board Members

John Allen – Sigma Phi Epsilon

Cheryl Payne – Pi Beta Phi

Tommy Bernard – Theta Xi

Sharon Pol – Delta Zeta

Blanche Lambert – Kappa Kappa Gamma

Marcus Sylvas – Phi Beta Sigma

Shawn Lowe – Pi Kappa Alpha

Auburn University

[A Review of Deferred Recruitment, 2011](#)

Clemson University

[IFC Strategic Planning Task Force Report, 2014](#)

Fraternity Executives Association, Indianapolis, IN

The Fraternal Information and Programming Group (FIPG) mission is to be the leading resource of risk management education, programming and information to the broad-based constituency involved in all aspects of Greek Life. Their definition of Hazing adopted June 2017 is as follows:

Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include but are not limited to the following: use of alcohol, paddling in any form, creation of excessive fatigue, physical and psychological shocks, quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside or inside of the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste, engaging in public stunts and buffoonery, morally degrading or humiliating games and activities, and any other activities which are not consistent with academic achievement, fraternal law, ritual or policy or the regulations and policies of the educational institution or applicable state law.

LSU Greek Alumni Unity Council

[Short and Long Term Plans, October 19, 2017](#)

North-American Interfraternity Conference, Inc.

Founded in 1909 NIC is the trade association representing 66 International and National Men's Fraternities. <http://nicindy.org/>

Pi Kappa Alpha Fraternity, Alpha Gamma Chapter, Baton Rouge, LA

[Membership Agreement](#)

The Daily Reveille

http://www.lsunow.com/daily/annual-lsu-security-report-shows-low-number-of-sexual-assaults/article_bf36a082-b386-11e7-afb7-e3b26bdc97e0.html

Theta Xi Fraternity, Alpha Alpha Chapter, Baton Rouge, LA

[Summary of Theta Xi Fraternity Core Leadership Program, Fall 2017](#)

University of Missouri

[Office of Greek Life External Review Report, October 24, 2017](#)