

TEXAS TECH TASK FORCE ON GREEK ORGANIZATION CULTURE

FINAL REPORT
2015



TEXAS TECH UNIVERSITY

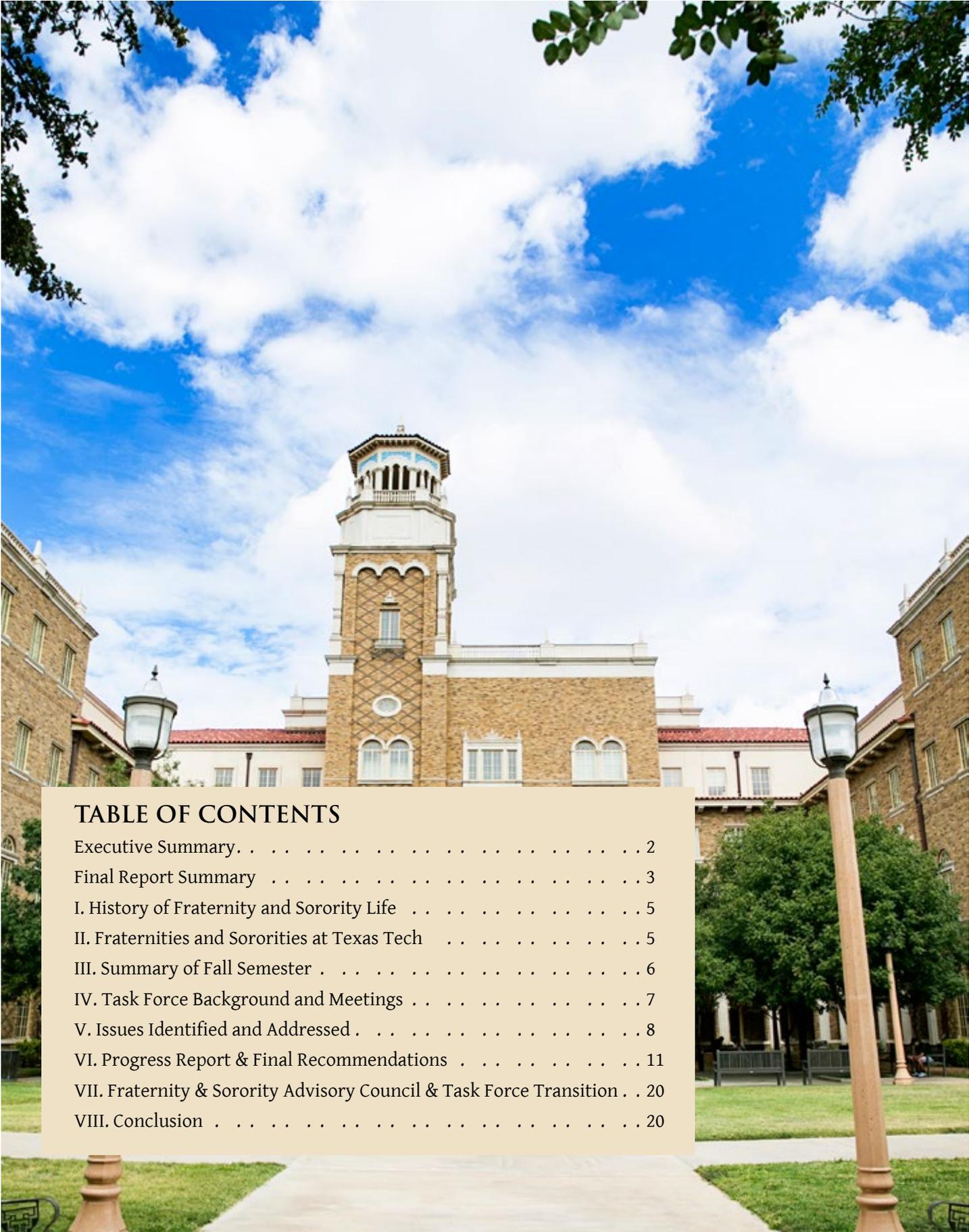


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EXECUTIVE SUMMARY

Like many institutional affinity groups and student organizations, Greek fraternities and sororities have been an integral part of student life at Texas Tech University since 1952. At their best, Greek organizations represent leadership, community service, academic excellence, loyalty, and preparation for successful careers beyond graduation. Some colleges across the nation find themselves continuing to struggle with the presence of behaviors that fail to reflect the values and traditions of Greek life. Texas Tech University has taken a proactive stance to examine the prevailing climate of Greek life and activities to ensure that they are consistent with the highest standards of personal and academic integrity that have characterized the University since 1923. Moreover, the national climate regarding the health and safety of college students and the implications for Greek life have provided Texas Tech University with the timely opportunity to carefully examine the many aspects of Greek organizations on campus. This report is structured and guided by the seven principles of membership experiences, leadership development, responsibility, accountability, effective communication, resources, and finally, academic success. These principles have historically served as underlying tenets of Greek life and will thus offer our institutional strategy and approach a tenor that is both effective and familiar to the Greek community. This report summarizes the activities of the President and Chancellor's Task Force on Greek Organization Culture from fall 2014 to spring 2015, resulting in 39 recommendations for improvement and development of fraternity and sorority life at Texas Tech University.

FINAL REPORT SUMMARY

ACCOMPLISHMENTS OF TASK FORCE ON GREEK ORGANIZATION CULTURE FALL 2014-SPRING 2015

The Task Force on Greek Organization Culture held eight meetings since October 2014 to identify a new course of action to reinforce appropriate member behavior and increase accountability among organizations. This final report summarizes initiatives during 2014-2015. Task Force activities will continue in 2015-2016 via a new Greek Life Advisory Council.

NEW MEMBER EXPERIENCES



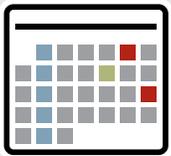
- Developed and scheduled Fraternity & Sorority 101 Education for prospective new members prior to Interfraternity Council (IFC) and Panhellenic (PH) recruitment activities.
- Revised the 2015 IFC Fall Recruitment Schedule to limit opportunities for unsanctioned, alcohol-related activities.
- Provided Phired Up Social Excellence Training for current members to enhance recruitment activities.
- Provided New Member Educators with training tools for curriculum design and planning in order to improve new member activities.
- Educated emerging leaders on positive leadership and mentorship of new members with Tim Mousseau presentation.
- Supported efforts of Panhellenic special work group including plans to limit the amount of time spent weekly in new member activities and focusing the first 4-weeks on internal relationships.

LEADERSHIP DEVELOPMENT



- Hosted a spring Leadership Summit for Fraternity & Sorority officers including small-group sessions and skill-building.
- Enhanced the risk management and prevention education opportunities by focusing on sub-populations and specialized topics, such as standards boards and social chairs.
- Utilized timely and responsive communications, meetings, and dialogues to educate on emerging issues and concerns.
- Designed and implemented Fraternity & Sorority 202 for emerging leaders and students sanctioned by organization standards boards.
- Developing a credit course for Greek officers and student leadership development.

RESPONSIBLE SOCIAL EVENTS



- Introduced “Ladder of Risk” and Fraternal Information and Programming Group (“FIPG”) training as minimum standards for event planning.
- Offered “Fireside Chat” open advisement opportunities related to event planning for organization leaders with Fraternity & Sorority Life staff.
- Provided enhanced event planning tools and resources for organization leaders and advisors, including contract review and other online information.
- Designed and hosted a “Perfect Party” scenario training for chapter leaders.

ACCOUNTABILITY & REPORTING



- Launched an online reporting website for student organization conduct concerns (ttu.orgsync.com/org/orgconduct/home)
- Revised student organization conduct processes, including a new section in the Student Handbook, self-reporting, and informal resolution options.
- Reestablished and revised the IFC Judicial Board, including conduct partnerships to investigate and adjudicate policy violations and new sanctions for violations of recruitment policies.
- Provided Council Judicial Board and Chapter Standards Board training opportunity with Kim Novak of NovakTalks.

STAKEHOLDER COMMUNICATIONS



- Received nominations for a standing Greek Life Advisory Council to continue with recommendation implementation and oversight of Task Force reports and findings.
- Expanded communications to local chapter advisors and to national headquarters staff via weekly emails.
- Encouraging advisor involvement and developing standards for advisor involvement in Fraternity & Sorority events and activities, including requirements for advisor involvement in recruitment activities, Bid Day, social event planning, and during resolution of conduct concerns.

STAFFING & RESOURCES



- Began selection process for additional Fraternity & Sorority Life professional staff members.
- Hired Director for the new RISE Office (Risk Intervention & Safety Education) to support prevention and education efforts.
- Expanded the Fraternity & Sorority Life budget to incorporate new education and training initiatives.
- Exploring development of a facility for Fraternity & Sorority Life and activities on or near Greek Circle.

ACADEMIC SUCCESS



- Launching additional initiatives focused on “Academic Success”, including enhanced academic support resources.
- Utilize tracking of membership in Fraternity & Sorority Life with resources such as the EAB Student Success Initiative in order to identify academic transition and progress concerns and patterns for members.
- Encourage councils to consider GPA requirements to serve in executive officer or selected council positions.
- Limit programming and events during critical academic times (ex: final exams, midterms).



I. HISTORY OF FRATERNITY AND SORORITY LIFE

Fraternal societies have always been a part of American culture. Many modern Greek-letter organizations draw upon the history and traditions of the Free Masons. In higher education, Greek-letter societies became instrumental to the training and maturation of students, historically males, as early as colonial America. Specifically, on December 5, 1776, at The College of William and Mary, Phi Beta Kappa became the first Greek-letter organization to be founded in the United States. However, Phi Beta Kappa at the College of William and Mary looked very different from today's Greek-letter organizations. For example, the founding membership was mixed with faculty and students. It focused essentially on the study and reflection of literary works. This purely intellectual and disciplinary foci was very distinctive in purpose and outcome from modern Greek-letter groups.

There was a period of significant growth for Greek-letter organizations leading up to the Civil War. Moreover, as women began to be admitted into colleges and universities, women-only groups began to form. First among them was the Adelphean Society (now Alpha Delta Pi) founded at Wesleyan College in Macon, Georgia in 1851. Eventually, African American and Latino/a Greek-letter organizations began to emerge at Historically Black Colleges and Universities and other institutions where Latino/as were being admitted. At Cornell University in 1906, Alpha Phi Alpha was the first Black Greek-letter organization to be founded, and, in 1931 at Rensselaer Polytechnic Institute, Phi Iota Alpha became the first Latino Greek-letter organization founded.

II. FRATERNITIES AND SORORITIES AT TEXAS TECH

Fraternities and sororities have played a vital role in the development of students and student leaders at Texas Tech University. Greek life emerged in 1952 with the founding of 17 Greek-letter organizations. However, many of these groups were able to trace their history to social student organizations at Tech as far back as the late '20s. Currently, there are 11 sororities that comprise the Panhellenic Council at Tech and 22 fraternities that make up the Interfraternity Council ("IFC"). Six fraternities and sororities make up the National Pan-Hellenic Council ("NPHC"), and 14 fraternities and sororities comprise the Multicultural Greek Council ("MGC"). Approximately 4,400 students, or 17 percent of the undergraduate population, are involved in Greek life at Texas Tech.

When the Task Force began its work, Fraternity & Sorority Life ("FSL") at Texas Tech was supervised by the Dean of Students, two full-time staff, and two graduate assistants in the Center for Campus Life ("CCL"). Staff responsible for student organizations at Texas Tech University also provided assistance advising Greek councils and other supporting roles and responsibilities. Staffing has now been expanded to provide consistent, full-time professional support of all four Greek councils. Two new staff will join Fraternity & Sorority Life in summer 2015, creating a team of professionals engaged in the field of Greek oversight with personal and technical backgrounds in undergraduate fraternity and sorority life and student affairs. CCL staff are active in professional associations, research, facilitation, and other key development experiences related to Greek Life. Examples of their specialized skills and experiences include training and participation as facilitators of the Undergraduate Interfraternity Institute, members and presenters with the Association of Fraternity Advisors, participants in The Hart Institute for Social Event Planning, participants in the Novak Institute for Hazing Prevention, presenters of Alcohol Skills Training Program, and experiences advising Greek councils and organizations.

III. SUMMARY OF FALL SEMESTER

At the beginning of the fall 2014 semester, several campus incidents occurred underscoring the need for a renewed focus on potential risk factors associated with membership in fraternities and sororities, and general climate concerns surrounding Greek Life at Texas Tech University. During the first weeks of the fall semester, a student death occurred following a “colony” social event for prospective new members. Subsequent information suggested an environment where high-risk behavior and the presence of unregulated alcohol consumption contributed to the fatal event. During the same time period, other incidents raised important questions about the susceptibility and vulnerability of new students during the first few weeks of their experience on campus and how the University could plan and respond more proactively to improve and support student safety. Following in mid-September, a fraternity hosted an off-campus social event that displayed images which were degrading to women.

These incidents spurred the formation of the President and Chancellor’s Task Force on Greek Organizational Culture, and, more specifically, they resulted in a realignment of philosophies related to the administration of Fraternity & Sorority Life programs and activities at Texas Tech University. The new foci that followed the installation of the Task Force, and its subsequent work, includes:

- **Commitment to Partnership** – Fraternity and Sorority Life will be committed to developing meaningful partnerships with campus-based professionals and departments, students, headquarters staff, parents, alumni, and advisors.
 - o Enhance communication, clarify reporting structures, and develop mutual understanding of priorities and initiatives; and
 - o Encourage self-reporting, self-governance, and informal resolutions with hosted organizations while moving to further align its efforts with national headquarters staff and advisors.
- **Commitment to Personal Growth** – Fraternity and Sorority Life will foster personal growth by providing research-based tools and skills to students and advisors, developing students into leaders, and advocating for effective cross-council programming and community.
- **Commitment to Prevention** – Fraternity and Sorority Life will endeavor to create a safe and welcoming environment for all students interested in the benefits of Fraternity and Sorority Life. Specific safety and risk-mitigation efforts will newly include:
 - o Bystander intervention training;
 - o Policy interpretation;
 - o Social event planning assistance;
 - o Operating with transparency; and
 - o Resources on harm reduction.

In providing these services, Fraternity and Sorority Life will become more dynamic facilitators and interventionists for responsible behavior and conduct within the FSL community. This unit will work toward maintaining a responsible balance between the rights of students while supporting the development of a safer and healthier campus community.



IV. TASK FORCE BACKGROUND AND MEETINGS

On September 17, 2014, Texas Tech System Chancellor Robert Duncan and Texas Tech President Duane Nellis announced the formation of a special Task Force to address concerns within the University's Greek system. Senior Vice President and Vice Provost Juan S. Muñoz was appointed to serve as Chair of the Task Force, which was given the charge of ensuring a thorough review of current policies, procedures, and education programs relating to Greek organizations on the Tech campus.

Members of the Task Force appointed by Chancellor Duncan and President Nellis included: Zach Brady, attorney and Kappa Alpha Order alumnus; Shawn Cannon, real estate agent and Delta Tau Delta alumnus; Dr. Michael Farmer, Faculty Senate President; Dr. Judi Henry, Athletics Senior Woman Administrator; Dr. Raegan Higgins, Delta Sigma Theta alumnus and advisor; Bailey Iverson, current student and Delta Gamma member; Dr. Amy Murphy, Dean of Students; Vicki Nixon, Delta Gamma alumnus and advisor; BaLeigh Waldrop, current student and Student Government Association Vice President; Mark Warren, insurance agent and community member; and Holton Westbrook, current student and Pi Kappa Alpha member.

The Task Force held five meetings in the Fall 2014 semester and three meetings in the Spring 2015 semester. At the first meeting on October 8, 2014, Chancellor Duncan and President Nellis directed the members to examine Greek life at Texas Tech, including topics related to recruitment and new member education, social/travel events, general supervision of Greek organizations, policies on sexual harassment, leadership development, advisor responsibilities, hazing, and alcohol use.

In addition to the appointed Task Force members, the following guests and experts were invited to present on topics related to the charge received by the Task Force. They included:

- Harriette Baker, Fraternity & Sorority Life – 10/8/14
- Trey Robb, Fraternity & Sorority Life – 10/8/14
- Dr. Elizabeth Sharp, Chair Gender Equity Council – 10/23/14
- Dr. Charlotte Dunham, Director Women's Studies – 10/23/14
- Keri Shiptet, Multicultural Greek Council – 11/4/14
- Christopher Watts, National PanHellenic Council – 11/4/14
- Dr. Paul Frazier, DIDECE VP and NPHC Advisor – 11/4/14
- Dr. Susan Tomlinson, Faculty and Neighborhood/Community Leader – 11/21/14

Guest presenters and experts were instrumental in helping Task Force members understand the broader context of Fraternity and Sorority Life at Texas Tech, as well as appreciate the concerns of external members of the Tech and Lubbock communities.



V. ISSUES IDENTIFIED AND ADDRESSED

During subsequent meetings of the Task Force, several salient themes effecting responsible Greek life began to emerge. Among those issues were:

- 1) the absence of consistent guidelines and sanctions for misbehavior;
- 2) recurring violations of recruitment policies and procedures;
- 3) lack of skill building and leadership development among Greek members;
- 4) hazing issues;
- 5) lack of a strong disciplinary role by the IFC Judicial Board;
- 6) alcohol use and abuse; sexual misconduct; problems associated with social events; and
- 7) lack of regular and sustainable involvement from informed, local advisors.

Solutions explored by the Task Force included several recommended initiatives:

- 1) mandatory leadership training for Greek officers;
- 2) development of a “sanctions grid” for organizational and member misbehavior;
- 3) annual accreditation for Greek organizations;
- 4) revision of the schedule for Panhellenic and IFC recruitment activities;
- 5) training for advisors;
- 6) training for members, including sexual assault and alcohol responsibility training; and
- 7) creation of a permanent advisory board with broad, rotating representation to oversee compliance with existing and new requirements.

Based on these broad and comprehensive discussions, Task Force members identified six major categories within which 29 interim and long-term recommendations would be subsumed. These functional categories include: New Member Experiences; Leadership Development; Responsible Social Events; Accountability and Reporting; Stakeholder Communications; and Staffing and Resources.



New Member Experiences

Recruitment processes and new member experiences exist to promote member development and orientation.



Leadership Development

Fraternities and sororities have the opportunity to be active learning laboratories for members, resulting in the development of leadership skills, prevention/intervention methods, and the critical thinking skills necessary to lead others.



Responsible Social Events

Fraternities and sororities plan and host large-scale social events and fundraisers, many of which include alcohol.



Accountability & Reporting

Responding to inappropriate behavior from fraternities and sororities and individual members requires a balanced approach of opportunities and incentives to report, as well as consistent and fair accountability.



Stakeholder Communications

Fraternity and sorority life has a broad range of stakeholders with interest in the success of the system. Creating and sustaining positive, healthy relationships is critical.



Staffing & Resources

Adequate staffing and resources to support Fraternity & Sorority Life should be considered.

Following the December Task Force meeting, an Interim Report was issued to President Duane Nellis and Chancellor Robert Duncan containing 29 recommendations in these six areas.

Throughout the Spring 2015 semester, other invited guests and experts continued to influence and authenticate the conversations of the Task Force. They included:

- Dr. Bill Dean, Associate Professor & Executive Director Texas Tech Alumni Assoc. – 1/29/15
- Mason Villareal, Sigma Nu Chapter President – 1/29/15
- Salvador Sanchez, Multicultural Greek Council Chapter President – 1/29/15
- Grant Messenger, Interfraternity Council President – 1/29/15
- Michael Mangwiro, National Pan-Hellenic Council President – 3/16/15
- Ashley Peterson, Panhellenic Special Committee Chair – 4/29/15

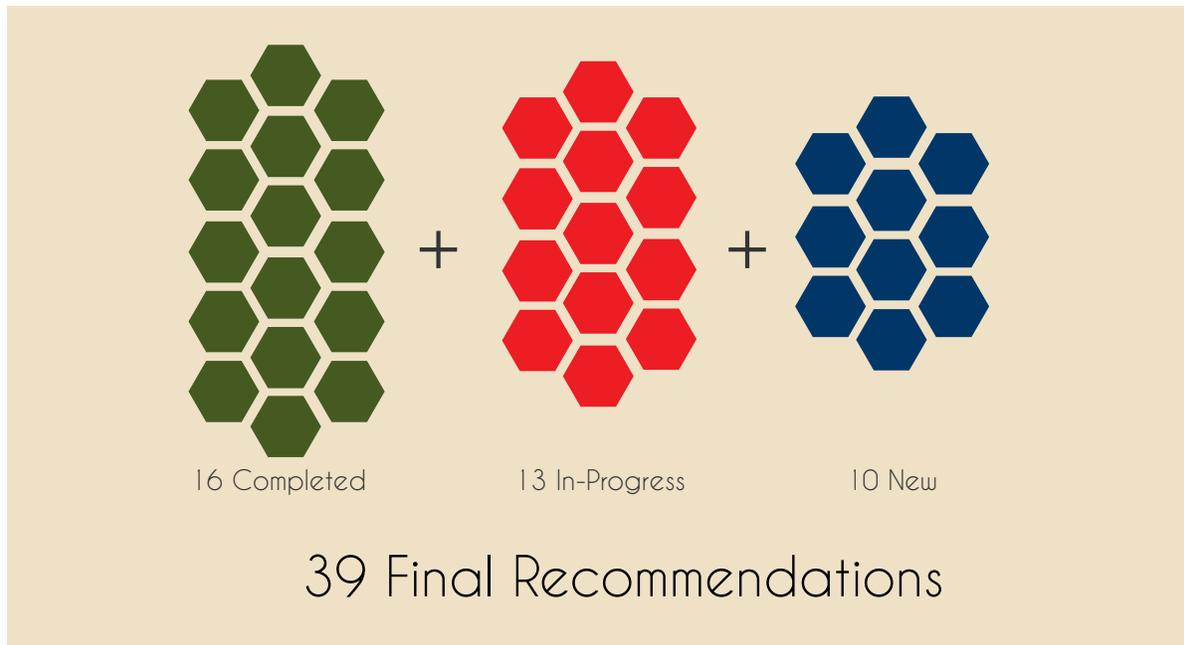
As a result of the presentations over the Spring semester, and feedback and input of various stakeholders pertaining to the interim report, the addition of a new category was developed to further leverage the benefits of Greek life to enhance members’ experiences while at Texas Tech University.



Academic Success

Involvement in Fraternity and Sorority Life should support academic success and degree completion.

Upon completion of the Task Force activities in the Spring semester, the 29 interim recommendations were converted to 16 completed recommendations, 13 in-progress recommendations, and 10 new recommendations for a total of 39 final Task Force recommendations to be adopted.





VI. PROGRESS REPORT & FINAL RECOMMENDATIONS

By the end of Spring 2015, the 29 interim recommendations were operationalized and either in-progress, completed, or strategically modified. In addition, 10 new recommendations were added. Below is a summary of each category.

COMPLETED

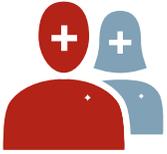
- ✓ Revise the Interfraternity Council Fall 2015 Recruitment schedule and guidelines.
- ✓ Add mandatory prevention and education curriculum for actives and prospective new members at the commencement of formal recruitment.
- ✓ Limit the opportunities for unsanctioned fraternity and sorority events by restricting the hours per week and timing for new member activities.
- ✓ Establish uniform new member education start period for each Council and require reporting to the Center for Campus Life.
- ✓ Implement sanctions, including one-year deferred recruitment, for organizations found responsible for violations of recruitment and new member policies.
- ✓ Ensure positive mentor relationships for big brother/big sister programs and new member education.
- ✓ Implement a revised risk management and leadership development curriculum.
- ✓ Require January 10-11, 2015 Leadership Summit for Fraternity & Sorority Presidents.
- ✓ Require January 12, 2015 Leadership Summit for Fraternity & Sorority Presidents, Social Chairs, New Member Educators, and Risk Managers.
- ✓ Introduce “Ladder of Risk” training, Fraternal Information and Programming Group (“FIGP”) standards, and harm-reduction techniques in event planning
- ✓ Re-focus the Council Judicial Boards.
- ✓ Require Judicial Boards to partner with Office of Student Conduct and assist in the investigation and adjudication of accountability standards for recruitment and new member program violations, academic performance, intramurals, new social event guidelines, and other relevant concerns.
- ✓ Launch an online reporting website for organization conduct concerns, including defined options for self-reporting and cooperative resolution processes.
- ✓ Add to the existing organization structure with appropriate staffing and resources.
- ✓ Strengthen the Greek organization registration/certification process at the university level.
- ✓ Implement Risk, Intervention, and Safety Education (“RISE”) Office for continuous training and expertise.

IN PROGRESS

- Reduce the time period for new member education training and specifically pilot, with a sample of volunteer chapters, a maximum 8-week new member education period.
- Mandatory Spring 2015 programs for full chapters will include: (a.) Bystander intervention training; (b.) Manhood and masculinity training; (c.) Sexual misconduct training.
- Create an elective course to support the development of established and up-and-coming Greek leaders
- Create mandatory course for FSL Presidents.
- Develop new policies and guidelines for event planning, including third-party vendor options, tailgate recommendations, council-specific social event guidelines, out-of-town functions, and other best practices.
- Require Council Judicial Boards to include a faculty or community representative as an *ex-officio* member.
- Review new sanctioning grid developed by the Center for Campus Life.
- Establish a standing Advisory Council to continue with recommendation implementation and oversight upon the termination of the Greek Life Task Force.
- Support the organization of a Good Neighbor Group as a vehicle to receive and vet neighborhood complaints involving students.
- Require all Greek organizations to have advisors in Lubbock who attend fraternity/sorority meetings on a regular basis and have attended required advisor training.
- Create regular communications to local chapter advisors and advisory boards and to national headquarters staff.
- Develop specific parent, faculty, and community communications.
- Move toward dedicated staff for each of the four Greek Councils.

NEW

- ◆ Implement Fraternity & Sorority Life mentor program for emerging leaders alongside the expansion of Fraternity & Sorority 202 Program.
- ◆ Improve the quality of philanthropy and community service experiences for members.
- ◆ Educate chapters on best practices related to study halls and explore the demand for and feasibility of a dedicated space for Fraternity & Sorority Life study halls with additional support structures and tracking.
- ◆ Provide comprehensive academic success resources and tools to chapter Presidents and Scholarship/Academic Chairs.
- ◆ Utilize tracking of membership in Fraternity & Sorority Life with resources such as the EAB Student Success Initiative in order to identify academic transition and progress concerns and patterns for members.
- ◆ Identify dedicated staff liaisons for Fraternity & Sorority Life in the Career Center, Student Counseling Center, and Support Operations for Academic Retention (SOAR).
- ◆ Encourage councils to consider GPA requirements to serve in executive officer or selected council positions.
- ◆ Limit programming and events during critical academic times (ex: final exams, midterms).
- ◆ Construct a privately-funded, dedicated space for Fraternity & Sorority Life staff and activities on or near Greek Circle.



NEW MEMBER EXPERIENCES

Revise the Interfraternity Council Fall 2015 Recruitment schedule and guidelines. – COMPLETED

- The Interfraternity Council revised the 2015 Fall Recruitment Schedule, including time and date changes to limit the opportunities for unsanctioned recruitment activities; the addition of structured IFC Recruitment Captain roles to provide support and guidance to students participating in the recruitment process; the establishment of check-in points for participants; and increased advisor participation during critical recruitment time periods

Add mandatory prevention and education curriculum for active members and prospective new members at the commencement of formal recruitment.

– COMPLETED

- Fraternity 101 and Sorority 101 are scheduled for August 17 & 18 prior to the initial formal recruitment period for the Interfraternity Council and Panhellenic Council. The goal of the programming is to help students understand what to expect during the first 3 weeks of college and the uniqueness of fraternity and sorority life; to learn tools and resources to help with difficult situations they may experience; to encourage healthy attitudes and set realistic expectations/norms about alcohol, drugs, sex, mental health, and other issues related to student wellness and safety; and to encourage positive bystander intervention and care for others in the TTU community.
- Phired Up (<http://phiredup.com>) was presented to actives in the fraternity and sorority life community to teach them skills related to social excellence and dynamic recruitment in order to decrease the reliance on unhealthy activities during recruitment events.

Limit the opportunities for unsanctioned fraternity and sorority events by restricting the hours per week and timing for new member activities. – COMPLETED

- Panhellenic Council established a special committee to review the new member sorority experience. The group passed new standards related to the amount of time spent weekly in new member activities and to focus the first 4-weeks of the new member experience on internal sorority relationships with less focus on new member fraternity mixers during this critical time period.
- Organizations found responsible for new member-related conduct violations have been issued restrictions related to new member activities, requiring the activities to end prior to 10 p.m. and for the activities to be held on campus. New member education plans must be submitted for organizations experiencing concerns.

Establish uniform new member education start period for each Council and require reporting to the Center for Campus Life. – COMPLETED

- Panhellenic and Interfraternity Council fraternities and sororities have a relatively consistent start period for new member education periods in the fall semester, usually following the end of formal recruitment in the fall.
- Multicultural Greek Council and National Pan-Hellenic Council will be required to submit intake notification forms to Fraternity & Sorority Life staff regarding new member processes and timelines prior to beginning any new member intake.

Implement sanctions, including one-year deferred recruitment, for organizations found responsible for violations of recruitment and new member policies.

– COMPLETED

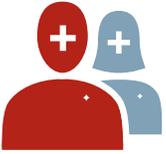
- Interfraternity Council revised the IFC Judicial Board sanctioning grid. Recruitment and new member violations include deferred recruitment and other recruitment restrictions as possible sanctions.

Encourage positive mentor relationships for big brother/big sister programs and new member education. – COMPLETED

- Panhellenic and Interfraternity Council hosted a new member educator workshop in April to focus on the development of more effective and healthy new member education plans.
- An additional presentation by Tim Mousseau was held in April for sophomore members of Panhellenic sororities and selected members of Interfraternity Council fraternities to focus on their mentorship of new members and leaving a leadership legacy.

Reduce the time period for new member education training and specifically pilot, with a sample of volunteer chapters, a maximum 8-week new member education period. – IN PROGRESS

- Generally, there is not support from the governing bodies nationally or locally to require a specific time period for new member education periods. Most run approximately 8 weeks in length.
- Fraternity & Sorority Life will administer a new member assessment in the fall semester to better analyze the time periods and areas of risk associated with the new member education period in order to refine this recommendation.



NEW MEMBER EXPERIENCES

Mandatory Spring 2015 programs for full chapters will include: a.) Bystander intervention training; b.) Manhood and masculinity training; c.) Sexual misconduct training. – **IN PROGRESS**

- In lieu of standalone mandatory programming, these themes are being incorporated into regularly occurring programming for fraternities and sororities. Examples include, Fraternity & Sorority 101 and the Warren Risk Education Series as well as partnerships related to council and chapter programming.
- Weekly email communications include alerts and information that can be incorporated for members related to risk management and prevention.
- Recent programming included Fraternity & Sorority Life hosting film screenings of the Hunting Ground Documentary of sexual assault on college campuses.

- Fall programming includes a partnership for new members to hear from Laci Green, sex education activist with an active YouTube following.
- Feedback and assessment is indicating a need to carefully consider the amount of mandated program added to an already full programming calendar for many students. By focusing on sub-populations, the timing of programs, and providing advanced communication of the expectation for students to participate in this programming, these efforts will be more successful.

Explore Fraternity & Sorority Life ambassador program for emerging leaders alongside the expansion of Fraternity & Sorority Life 202 Program. – **NEW**



LEADERSHIP DEVELOPMENT

Require January 12, 2015 Leadership Summit for Fraternity & Sorority Presidents, Social Chairs, New Member Educators, and Risk Managers. – **COMPLETED**

- Hosted 52 Organizational Presidents and 25 council officers for 2-day Leadership and Skills Training at Spirit Ranch with large group presentations, small group break-out sessions, and interactive activities. The goals of the program included helping students to understand their organizations' role on campus in creating an inclusive community, analyzing challenges and solutions facing organizations, and to increase their knowledge surrounding prevention, planning, and bystander intervention.
- An additional 200 organizational leaders joined for the final day of the summit.
- Pre- and post-test evaluation results indicated that students believed they had a clearer understanding of FIPG policies, felt more connected to the fraternity & sorority community, understood the purpose and history of other organizations, understood how fraternity & sorority life staff work as resources for the community, and understood the resources available to them in their student leadership positions.

Implement a revised risk management and leadership development curriculum. – **COMPLETED**

- Developed and revised Clay R. Warren Risk Education programming with a focus on prevention, strategic and timely educational initiatives, and targeted programming for key subpopulations in Fraternity & Sorority Life such as recruitment chairs, standards boards, and new member educators.

Require January 10-11, 2015 Leadership Summit for Fraternity & Sorority Presidents. – **COMPLETED**

Create an elective course to support the development of established and up-and-coming Greek leaders – **IN PROGRESS**



LEADERSHIP DEVELOPMENT

Create mandatory course for FSL Presidents.

– IN PROGRESS

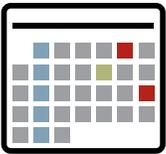
Create an elective course to support the development of established and up-and-coming Greek leaders

– IN PROGRESS

- The Task Force remains very interested in the development of a leadership course to support student leaders and Presidents in the Fraternity & Sorority Life community. Efforts related to Fraternity & Sorority 202 programming will help inform the curriculum for these future efforts.

Improve the quality of philanthropy and community service experiences for members. – NEW

- An outcome of participation in fraternity and sorority life should be a better understanding, appreciation, and experience with philanthropy and community service. Unfortunately, many current activities often focus on one-time, short-term fundraising events with little to no agency or community interaction. Organization leaders will receive skill building on how to design more purposeful philanthropy and community service events.



RESPONSIBLE SOCIAL EVENTS

Introduce “Ladder of Risk” training, Fraternal Information and Programming Group (“FIPG”) standards, and harm-reduction techniques in event planning. – COMPLETED

- While FIPG and Ladder of Risk are not new to fraternity and sorority professionals, this has been reinforced as a clear, minimum standard for organization event planning.
- Educational sessions about these minimum standards were provided in a special educational session for organization social event chairs and presidents and at the Leadership Summit.
- Fraternity & Sorority Life staff are hosting “fireside chat” open advisement hours for student leaders to discuss social event plans and how they align with FIPG standards, University policy, and international, national, regional, and headquarter requirements.

Develop new policies and guidelines for event planning, including third-party vendor options, tailgate recommendations, council-specific social event guidelines, out-of-town functions, and other best practices. – IN PROGRESS

- New social event planning tools and resources are available for organizations, including online event planning checklists and contract review services from Student Legal Services.
- Fraternity & Sorority Life will continue to work in high-risk areas such as third-party vendor and off campus event location options as well as football tailgating activities.



ACCOUNTABILITY & REPORTING

Re-focus the Council Judicial Boards. – COMPLETED

- The Interfraternity Judicial Board is recognized as an influential group related to fraternity accountability. Interfraternity Council has committed to continuous development and training for this board with the hope of reinvigorating accountability activity and efforts from the Judicial Board.
- IFC Judicial Board participated in monthly trainings during the spring, including a training with Kim Novak, educational consultant well-versed in student conduct and fraternity life.

Require Judicial Boards to partner with Office of Student Conduct for training and assistance in the investigation and adjudication of accountability standards for recruitment and new member program violations, academic performance, intramurals, new social event guidelines, and other relevant concerns. – COMPLETED

- IFC Judicial Board also resolved several incidents of misconduct in the fraternity community in the spring and continue to work closely with staff to define their roles.

Launch an online reporting website for organization conduct concerns, including defined options for self-reporting and cooperative resolution processes.

– COMPLETED

- A new student organization conduct and online reporting and information site launched in March 2015
ttu.orgsync.com/org/orgconduct/home.
- New student organization conduct procedures were adopted and approved in the Student Handbook at www.ttu.edu/studenthandbook.

- Organization leaders have been informed about options for self-reporting of organizational concerns, and several organizations have utilized this option during the spring semester. This allows for earlier alert and response to organizational concerns in hopes of identifying problems before they escalate.

Require Council Judicial Boards to include a faculty or community representative as an ex-officio member.

– IN PROGRESS

- IFC Judicial Board outcomes will be reported and assessed in order to review the need for additional faculty or community representation.

Review new sanctioning grid developed by the Center for Campus Life. – IN PROGRESS

- Sanctioning standards for organizations continue to be revised and developed in coordination with campus stakeholders.
- During the spring, new informal resolution options have allowed for sanctioning to be better coordinated with inter/national organizations.
- In April, Kim Novak, conduct educational consultant, provided training for staff and students related to organization conduct and sanctioning. Summer activities include additional revisions and refinements for the student organization sanctioning grid and process



STAKEHOLDER COMMUNICATIONS

Establish a standing Greek Life Advisory Council to continue with recommendation implementation and oversight upon the termination of the Greek Life Task Force. – **IN PROGRESS**

- Nominations were solicited in April for membership on the standing FSL Advisory Council.
- Website created for broad nominations and recommendations.
- Appointments will be made and a transition meeting held with the Task Force in September.

Support the organization of a Good Neighbor Group as a vehicle to receive and vet neighborhood complaints involving students. – **IN PROGRESS**

- Staff remain ready to support this effort by local neighborhood associations and continue to respond to neighborhood incidents when they occur and are reported.

Require all Greek organizations to have advisors in Lubbock who attend fraternity/sorority meetings on a regular basis and have attended required advisor training. – **IN PROGRESS**

- Organizations with 50 members or less must have at least one advisor.
- Organizations with 51-100 members must have at least two advisors.
- Organizations with more than 100 members must have at least three advisors.
- Advisor participation is being monitored across chapters. Panhellenic chapters generally seem to be able to meet these standards and have very active advisor participation. Interfraternity Council, Multicultural Greek Council, and National Pan-Hellenic Council chapters vary greatly in terms of advisory involvement.

Organizations continue to be evaluated on a case-by-case basis, with discussions occurring with chapter and headquarters leadership about those without a strong level of advisor involvement.

- Communications related to advisor expectations for fall recruitment will be sent during the summer.

Create regular communications to local chapter advisors and advisory boards and to national headquarters staff.

– **IN PROGRESS**

- Leveraging the involvement of local chapter advisory boards and national headquarters staff and volunteers continues to be an area of development. Activities will include the development of website information for these stakeholder groups, special online webinars, and a needs assessment survey.
- Regularly occurring organization advisor meetings will continue to occur across councils.

Develop specific parent, faculty, and community communications. – **IN PROGRESS**

- Red Raider Orientation educational sessions are being held for students and parents on involvement in the Greek community.
- Additional email and printed communications will be sent this summer.
- Content has been added at Red Raider Orientation related to safety and wellness for students and parents and will continue in monthly email communications to parents.
- A special session will be held for parents prior to Fall Formal recruitment during move-in weekend.



STAFFING & RESOURCES

Add to the existing organization structure with appropriate staffing and resources. – **COMPLETED**

- Additional staff and budget resources have been allocated for Fraternity & Sorority Life in fiscal year 2016.

Implement Risk, Intervention, and Safety Education (“RISE”) Office for continuous training and expertise. – **COMPLETED**

- The RISE Office staff have been hired, and the office is located on the 2nd floor of the Student Wellness Building.
- A complete summary of office events and prevention strategies is in development for fall and will be available at www.rise.ttu.edu.

Move toward dedicated staff for each of the four Greek Councils. – **IN PROGRESS**

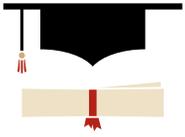
- A dedicated staff position for each of the four Greek Councils has been approved.
- Three positions are filled, and one is currently in the selection process.

Strengthen the Greek organization registration /certification process at the university level. – **IN PROGRESS**

- Risk indicators and organization minimum standards will be incorporated into registration time periods and activities for Fraternity & Sorority Life.
- Certification models continue to be explored for their effectiveness and fit for TTU.

A new recommendation has been added by the Task Force to explore the construction of a privately-funded, dedicated space for Fraternity & Sorority Life staff and activities on or near Greek Circle. – **NEW**

- This Fraternity & Sorority Life Leadership Center would provide additional interactions and engagement among students from all councils and professional staff in a location closer to where many activities are already occurring. Existing centers have been developed on other campuses with great success in regard to increasing the sustained involvement and interaction among students, staff, and alumni in the Fraternity & Sorority Life community.
- An example of a successful Greek Life Center was recently completed at University of North Texas (UNT). The Greek Life Center serves as a dedicated location for the UNT Greek Community. The building houses the professional staff and provides office space, meeting space, chapter rooms, and storage for the four Greek councils. Donations were made by a variety of sources to fund the Center and included commemorative naming opportunities and scholarship support as part of the fundraising process.



ACADEMIC SUCCESS

The Task Force determined there is a need for an additional area of focus in the final report on academic success, retention, and goal completion for students in fraternities and sororities. Below is an additional category of recommendations addressing this theme.

Educate organizations on best practices related to study halls and explore the demand for and feasibility of a dedicated space for Fraternity & Sorority Life study halls with additional support structures and tracking. – NEW

- Currently, many organizations require study hall hours for members, but these are not structured in a way to maximize the time spent.
- Examples of practices that should be restructured include requirements of study halls for new members only, requiring new members and academically at-risk members to attend the same study hall requirements, and study halls hosted late night or in environments where hazing is more likely to occur.

Provide comprehensive academic success resources and tools to organization Presidents and Scholarship/Academic Chairs. – NEW

- Many organizations have positions dedicated to scholarship or academic success. These student leaders need additional tools and training on how to assist members in this area.

Utilize tracking of membership in Fraternity & Sorority Life with resources such as the EAB Student Success Initiative in order to identify academic transition and progress concerns and patterns for members. – NEW

- Better tracking and monitoring of trends in academic progress in the Greek community, will allow staff to be more proactive in regard to areas of academic stress and difficulty.

Identify dedicated staff liaisons for Fraternity & Sorority Life in the Career Center, Student Counseling Center, Support Operations for Academic Retention (SOAR) and other student service departments. – NEW

- The creation of formal staff liaisons within these areas will allow for more relationship development with organizations and council leadership.

Increased promotion and development of scholarships available for Fraternity & Sorority Life. – NEW

- Help organizations better understand how to create, sustain, and develop scholarships
- More students will have access to financial resources to assist with their academic goals.

Encourage councils to consider GPA requirements to serve in executive officer or selected council positions. –NEW

Organizations have their own membership requirements related to academic performance, but the various councils may elect additional GPA requirements in order to serve in elected or appointed positions in order to role model even higher academic standards for members.

Limit programming and events during critical academic times (ex: final exams, midterms). – NEW

- Assist councils and organizations with planning timelines for events such as initiation, annual philanthropy events, or chapter social events, to have fewer distraction around times of critical academic activity.

VII. GREEK LIFE ADVISORY COUNCIL & TASK FORCE TRANSITION

In order to sustain the long-term oversight of the Greek organization climate and adoption of these recommendations, the Task Force will transition to a Greek Life Advisory Council. The Greek Life Advisory Council at Texas Tech University will be chaired by the Dean of Students and serve in an advisory capacity to the Sr. Vice Provost for Undergraduate Education & Student Affairs for matters related to Greek Life. The Advisory Council will make recommendations regarding programs, services, advisement, policies, and/or procedures that impact the growing fraternity and sorority community specifically related to organizational climate concerns, programming needs, advisor involvement, collaboration opportunities, strategic planning, and resource development.

The goal of the Advisory Council is to promote and encourage a positive and safe fraternity and sorority community with the collaboration and engagement of a diverse group of fraternity and sorority stakeholders. The Advisory Council will provide a forum for dialogue and proposals related to common issues in the Texas Tech University Fraternity and Sorority Life community.

Twenty-five members will be appointed to the Advisory Council during the summer by the Dean of Students and Sr. Vice Provost for Undergraduate Education & Student Affairs. Selection of members will occur based on nominations and applications submitted during April from within the campus community and will include some representation of the current Task Force membership. Membership will also include student and advisor representatives from each of the four (4) governing councils. The remaining members will include representatives from departments at Texas Tech University engaged in Fraternity & Sorority Life, community members, and other fraternity and sorority stakeholders.

In the fall, two activities will occur: (1) a transition meeting of outgoing Task Force members and the incoming Advisory Council members during which the President and Chancellor will thank the outgoing Task Force for their work on behalf of Texas Tech and (2) a kickoff activity for fraternity & sorority student leaders and other stakeholders to interact with Task Force and Advisory Council members and launch the upcoming year's activities and initiatives.

VIII. CONCLUSION

The Task Force membership would like to thank all those involved in adopting recommendations from the interim report during the past semester. Specifically, the student leadership in the councils and organizations have been responsive to new requirements and processes. They have been willing to engage in dialogue around the challenges and opportunities in Fraternity and Sorority Life. Further, the organization advisors, alumni advisory boards, headquarters staff and volunteers have responded to a call to action for increased involvement and support, and our thanks for their time and service cannot be overstated. In addition, the professional and graduate student staff members in Fraternity & Sorority Life have quickly responded with the creation of new initiatives and unprecedented activity to support Task Force efforts. Finally, members from throughout the Texas Tech community including departmental partners, parents, community members, alumni, faculty, and staff have stepped forward to support the efforts of this Task Force, resulting in what is certainly a more comprehensive set of recommendations.

This final report does not represent the end or completion of activity for Fraternity & Sorority Life. Instead, it provides the foundation for long-term efforts and activity in this area. Fraternity & Sorority Life at Texas Tech will certainly face challenges in the upcoming year, but it is the hope of the Task Force that these recommendations will result in the reduction of future incidents, an improved organizational climate, and a renewed commitment to the founding values of Greek organizations.

Additional information about Fraternity & Sorority Life at Texas Tech University can be found online at <http://Greeklife.ttu.edu>. Questions or Feedback on this Task Force Report can be submitted to Greeklife@ttu.edu.