



FRATERNITY & SORORITY COALITION
ASSESSMENT PROJECT

Acknowledgement and Thanks

On behalf of the Coalition, we would like to thank the men and women of the College of William and Mary for being active participants in the recent visit of the Coalition Assessment team. We had a wonderful visit and gained a strong impression of the fraternity/sorority community at William and Mary.

We appreciated the opportunity to meet with President Taylor Reveley, Vice President Ginger Ambler, and Dean Patricia Volp, along with many faculty and staff members from William and Mary. We would like to thank everyone for their time and candor during our visit. It is clear the institution has made a strong commitment to the community through the investment to host the Assessment Team at William and Mary.

We especially would like to thank Anne Arseneau and Jennifer Leung for being the campus contacts and for coordinating our visit. We appreciated and enjoyed the opportunity to meet and interact with the staff in Student Activities, the Blue Ribbon Committee members, and all other professional staff members with whom we met.

The students and advisors were another central part of our visit, and we want to thank the Council for Fraternity Affairs (CFA), the National Pan-Hellenic Council (NPHC), and the Inter-Sorority Council (ISC) officers, chapter presidents, and general members as well as the chapter and college advisors for taking time to participate in the process.

The Assessment Team truly was impressed with the level of institutional interest in providing stronger support for the fraternity/sorority community. This interest is mirrored in the Coalition as well, and that is why this assessment opportunity has been made available. The Coalition, comprised of the five industry leaders including the National Association of Latino Fraternal Organizations, National Pan-Hellenic Council, National Panhellenic Conference, the North-American Interfraternity Conference, and the Association of Fraternity/Sorority Advisors has identified five areas to review when assessing a campus fraternity/sorority community. Those areas are: Developing Positive Interpersonal Relationships; Leadership Development: Build/Strengthen Social IQ, Citizenship, Service Learning; Advancing Academic Interest/Graduation of Membership; and Effective Campus Interface to and Support of the Fraternity/Sorority Community.

The following is a comprehensive overview of what the Assessment Team learned during its visit. The report is divided into four sections: Basic Summaries, Areas of Strengths, Areas of Improvement, and Recommendations utilizing the five areas of assessment. We hope you will take the time to review all of this information and have it inform your future decisions.

Thank you again for your hospitality, and if we can be of assistance in the process as you move forward, please do not hesitate to contact us at any time.

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Section 1: Basic Summaries

This summary of information represents the perspective of the Coalition Assessment Team members. It is based upon pre-assessment information and data provided by the College, as well as information gained from constituent interviews during the on-site visit. The assessment includes input from a variety of sources who are involved with, and who can impact, the health and viability of the fraternity/sorority community at the College. As such, the following should be considered reliable information but not statements of fact. It is the perspective of an objective, third-party team of professionals engaged by the College to assess the health of the fraternity/sorority community during a specific, snapshot point in time.

1. The College of William and Mary fraternities and sororities have a presence linked to the rich history of the institution. It is clear why the College of William and Mary is the birthplace of fraternities and sororities with the institutional commitment to academic excellence, service to the community, college loyalty, and lifelong friendships.
2. Close to a third of all William and Mary students join fraternities and sororities.
3. The Inter-Sorority Council has enjoyed an increase in women interested in joining member organizations, and this has resulted in larger new member classes for the last two years.
4. Fraternity men and sorority women are viewed as leaders on campus. Students also are widely involved in other student organizations and leadership opportunities on campus.
5. The fraternity and sorority experience creates a “home away from home” feeling for students. The networking and connection to others allows for a great atmosphere of friendship and personal relationships. There also is a strong emphasis on “families” within the fraternity and sorority experience.
6. The College administration is supportive of the fraternity and sorority experience and works to ensure that the community can move forward in a positive direction. While students have the perception that this is not the case, the Coalition Team found the institution to have strong support structures in place that would assist the community and its leaders in advancing a positive agenda for improving the experience.
7. There has been a consistent professional advising of the fraternity and sorority community for more than a decade. The College increased its support for the fraternity and sorority experience by adding an additional professional staff member in 2007 to work with fraternities, sororities and leadership programming.
8. The issue of housing for fraternities dominates almost every conversation about fraternity and sorority life at William and Mary. Fraternity housing is the #3 agenda item for the Vice President for Student Affairs, and the College is looking for both short term and long term solutions to the issues presented by fraternity housing.
9. Sorority housing is a positive addition to the sorority experience. Sororities have the ability to manage, fill, and thrive in the housing provided by the College. Most of the sororities have an active alumni advisor as well as active corporation boards.

10. The College of William and Mary suffered the loss of an NPHC organization due to hazing over the summer of 2009. There is little known about the closure of this chapter by students, faculty, staff or alumni.
11. The William and Mary fraternity and sorority community is perceived to be “open” to non-members. Non-members are invited and attend social events, philanthropy events and many other chapter events.
12. The NPHC and its member organizations operate separately from the rest of the fraternity and sorority community. There is little interest from the majority membership in learning about the NPHC experience, and conversely there is little evidence from the NPHC membership that it is interested in learning about the majority experience.
13. The main purpose and niche for fraternities/sororities at William and Mary is to provide a social outlet for members and non-members. It was reported that alcohol is central to the fraternity and sorority experience and is prevalent in social, recruitment and philanthropy events hosted by the chapters.
14. It was reported that fraternity and sorority events make up approximately 50 percent of all social events registered (with alcohol) at the College over the last three years.
15. Ritual, and the founding values of fraternities and sororities, is not part of the daily vernacular of William and Mary fraternity and sorority members.
16. There is a presence of NPHC organizations that are based in Williamsburg/Hampton Roads but are not under the purview of the College of William and Mary. These graduate, or “city-wide,” chapters have William and Mary students as members, but they are not recognized as chapters at the College.
17. There is a tension between the first-generation and second-generation fraternities at the College, creating a sense of “haves and have nots.” The fraternity conversation is often dominated by the issues of the first-generation chapters while not acknowledging the needs of the new organizations that have joined the community.
18. Fraternity men and sorority women lack knowledge of their inter/national organization policies, William and Mary policies and ISC/CFA/NPHC policies.
19. With rare exception, William and Mary faculty are not involved with student organizations at the College, and this is especially true for engagement with the fraternity and sorority community.
20. William and Mary students do not wear letters or other recognizable fraternity/sorority paraphernalia. When asked, students stated their fraternity/sorority membership does not define them, and therefore they do not need to publically represent their organization through wearing letters on campus.
21. There are “town/gown” issues between the College of William and Mary and the city of Williamsburg. These are related to 1.) the “three-person rule” for non-related individuals living together in Williamsburg and noise restrictions within city limits, and 2.) significant crossover in police presence among the College, city and county police entities.
22. Fraternity facilities are the least desirable housing option on campus, referred to as a “cinderblock student storage facility.” There is little to no pride, nor distinguishing features, in the facilities by the chapters, however chapter members are territorial over “their unit.”

Section 2: Strengths of the Community Based on Five Target Areas

The following strengths of the fraternity/sorority community were identified based upon information gathered by the Coalition Assessment Team during the on-site interviews. Openness and frankness are encouraged through the confidentiality of individual interviews, and it is the aggregate content – information relayed by at least two College stakeholders in two different settings – reported here. While the College and the fraternity/sorority community certainly possess strengths not included, this section represents those, both perceived and real, that were reported multiple times by College stakeholders. As such, they serve as the basis for themes addressed in Section 4, the recommendations, of this report.

Developing Positive Interpersonal Relationships

1. The professional staff members for fraternity and sorority life are accessible to students.
2. There is a strong inter-group dynamic within the Inter-Sorority Council officers. The women are supportive of one another and have a good working relationship. The council leaders work together to encourage the sorority community to address issues.
3. The inter-group dynamic within the Council of Fraternity Affairs officers is growing stronger. The men have created a strong working relationship on some issues facing the community.
4. There are some strong partnerships between CFA and ISC officers; however this is not consistent for all officers.
5. The professional staff host meetings for the chapter advisors, and these meetings are valued by the advisors. There is a desire for more advisors to attend.
6. Fraternity and sorority events are open to all students at William and Mary, and some chapter events are open to students from other campuses. This creates a feeling of the community being “open” to non-affiliated students.
7. Fraternity men and sorority women are actively involved in other student organizations and have positive interactions with non-affiliated students within those organizations. Many organizations are led by members of the fraternity/sorority community and provide opportunities for fraternity/sorority members to be exposed to organization activities outside of the fraternity/sorority experience.
8. Fraternities have a strong relationship with the William and Mary Police Department. The fraternities alert the Police Department about social events and when issues arise.
9. It was reported that fraternity men and sorority women report lower levels of stress and anxiety to the Health Center due to the strong support network for one another.
10. The ISC addressed the issues of an event titled “Tour de Frats” that resulted in the event no longer being part of sorority recruitment. This decision has had positive results for both the sorority and fraternity community; however, it was reported that the event, as a “social drinking experience,” likely still is happening during senior weeks and clue weeks.

Leadership Development

1. The Office of Student Activities offers two leadership development programs for fraternity men and sorority women -- the Greek Leadership Overnight retreat and Greek Leadership Institute. While these are not mandatory, both have strong participation from fraternity/sorority leaders.
2. The Student Assembly funds conference travel for student organizations. These conference funds are heavily used by fraternities and sororities to travel to regional and national leadership development conferences and inter/national conventions.
3. ISC officers attend the Southeastern Panhellenic Association Conference annually and often are recognized for excellence through the SEPA Awards Program. The ISC also received an award from the National Panhellenic Conference for work in the 2007-2009 biennium.
4. The CFA hosted the NIC IFC Academy for the State of Virginia in 2009, with a large attendance from area colleges and universities.
5. Students stated they are learning life skills and organizational management skills through their leadership positions within their chapters and councils. Time management and event management are specific skill sets most leaders reported gaining through their leadership experience.
6. The professional staff in fraternity and sorority life also serves as the professional staff for leadership programming for the College. This background in leadership development enhances the programming offered for fraternities and sororities, and it increases the awareness of fraternity and sorority members as to the leadership programs offered by the College for all students.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. The ISC and CFA partner with the Arc of Greater Williamsburg (a community agency that serves adults with developmental disabilities). This partnership has grown from an annual event (Arc Carnival) to year-round volunteer support. This has been a successful new initiative that involves all chapters in the fraternity/sorority community.
2. The Campus Health programs are successful due to fraternity/sorority participation. Fraternity and sorority members utilize these programs and enhance their member development and new member programming calendars.
3. The ISC provided support and participation to the Take Back the Night program, helping assure its success.
4. The NPHC member organizations host a variety of educational and cultural programs open to the William and Mary student population.
5. Fraternities and sororities host large philanthropy events that are well known on campus and successful in raising money. Most chapter philanthropy events are open to, and enjoyed by, both affiliated and non-affiliated students.

6. The ISC recently addressed the issues of costuming as part of "Clue Week." This effort allowed the council to discuss and debate concerns about images, hazing and other expectations related to "Clue Week" activities. *(Costuming has a large role in the reveal process that is a particularly unique tradition at the College and plays out through "Clue Week." Every sorority, and some fraternities, take a unique week where the Big Brothers and Big Sisters reveal themselves to (or invite) Little Brothers and Little Sisters. This is not an auxiliary program. Big Brothers are revealed to Little Brothers, and Big Sisters to Little Sisters. For a week, the "Bigs" leave clues around campus about who the "Big" is and involve "Littles" in activities with friends of the Big Sister/Brother. Because it's a week-long process, and because each organization takes a different week, it occurs throughout the school year, and is most prevalent in October and November.)*

Advance Academic Interest/Graduation of Members

1. Fraternity/sorority members graduate at a higher rate than non-affiliated William and Mary students. Data reflects that 91 percent of undergraduates graduate compared with 97 percent of fraternity men and sorority women who graduate.
2. Individual academic performance is the primary interest of almost all students at the College of William and Mary, and this is consistent in the fraternity and sorority community.

Effective Campus Interface to and Support of the Fraternity/Sorority Community

1. William and Mary participated in the National Hazing Study in 2007. The Vice President for Student Affairs has formed a hazing task force in partnership with the William and Mary Athletic Department, and it will be reviewing data and looking for future implications of the study.
2. There is a desire among every department with which the Assessment Team met to work with fraternities and sororities on programming. There are untapped resources for member and new member development from within the staff at the College.
3. The overall attitude at William and Mary is one of support for the fraternity/sorority experience and for those who wish to join. Students, faculty and staff report an appreciation for fraternities and sororities and are pleased with this the College offers this community for students.
4. The major fraternity and sorority awards (Chapter of the Year, Greek Man and Woman of the Year) are presented at the annual College Student Awards Ceremony, this is in addition to those presented at the Annual Greek Awards and Recognition Ceremony hosted by Order of Omega.
5. The hiring of a second professional staff member in the area of fraternity and sorority life has been a positive addition to the overall support for the community. This addition has allowed each council to have a professional staff member focus on their area and has allowed chapter leadership to receive more support and guidance from the College.
6. The administration places a priority on working with ISC-member organizations to locate meeting space on campus as their chapter facilities are not large enough to support meetings of 80-100 members.

Section 3: Limitations of the Community Based on Five Target Areas

As with the strengths of the fraternity/sorority community identified in the previous section, the following limitations were identified based upon information gathered by the Coalition Assessment Team during the on-site interviews. These limitations represent the aggregate content of the interviews – information, perceived and real, relayed by at least two College stakeholders in two different settings. As such, the following also serve as the basis for themes addressed in Section 4, the recommendations, of this report.

Developing Positive Interpersonal Relationships

1. The three councils have structures that are not compatible with one other to facilitate community change initiatives and community activities.
2. Further, the three councils operate in independent silos, and there are no facilitated opportunities for all council officers to work together.
3. The NPHC organizations are technically members of the ISC and the CFA, however the students do not attend meetings of those councils. This lack of involvement leads to a disconnect between the ISC/CFA community and the NPHC community.
4. The NPHC Council lacks leadership and direction. It was reported that the council operations ebb and flow depending on the size of the community and the interest of the officers.
5. The fraternity “units” and accommodations are not consistent with, nor conducive to, producing the desired programming and outcomes for enhancing productive interpersonal relationships, leadership opportunities, organizational activities, or academic advancement with the individual men and the chapters. Instead, the programming supported by the configuration/management of the “units” may contribute to high-risk behavior, a higher rate of residents on academic probation and higher numbers of investigations and findings of conduct violations.
6. Hazing within the fraternity/sorority community is met with general acceptance by members and non-members. There is little acknowledgment that public humiliation or required “odd” activities create risks, therefore there is little understanding of the need to report such activities to the College. Concern for hazing is limited to activities that rise to a level of clearly evident threat to life, health and safety. This allows for hazing that threatens interpersonal relationships, self esteem and confidence to continue.
7. The general alumni membership is not up-to-date on the realities of William and Mary’s fraternities/sororities. This leads to this leadership/support group perpetuating ideas and suggestions from “back in the day” that suggest that being a fraternity/sorority member was better than it is today.
8. There are few opportunities for positive competition between the fraternity/sorority chapters.
9. It was reported that students believe that alumni/ae who come from outside the William and Mary experience cannot provide sound advice and guidance, or add anything of value as an advisor.
10. NPHC events are free to “Greeks,” which at William and Mary translates into meaning NPHC fraternity men and sorority women, not all fraternity men and sorority women.

Leadership Development

1. There are a number of fraternities, and a few sororities, that have an absent or no chapter advisor or advisory board. This lack of alumni/ae involvement manifests in a lack of understanding by the members in the larger picture of the fraternity or sorority.
2. The three councils are not provided the opportunity to self govern, nor have they shown interest or ability to exercise self governance. While the College is willing to consider self governance options for the councils, administrators first want students to demonstrate interest in holding one another accountable for actions and behaviors.
3. The development of student self governance is inhibited by the administration's reluctance to risk student leaders failing and learning from taking responsibility. Students are expected to exhibit their ability prior to the administration establishing clear expectations, responsibility or guidelines for execution of those things, including acts of leadership and governance typical of a collegiate fraternity/sorority community.
4. Students do not have a context, nor an ability, nor inspiration to think about the fraternity/sorority experience broadly – its potential for positive contribution to, and impact on, the William and Mary collegiate experience and fostering affinity for the institution.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. Fraternities provide a primary social outlet for all students at the College. It was reported that events in fraternity "units" are not run according to policy and pose potential risk management issues.
2. For many of the large philanthropy events, alcohol use and abuse are a central element of the experience.
3. Event themes and visual identities are sometimes offensive to some student populations at the College. There is no mechanism for addressing inappropriate themes or visual identities on t-shirts or event promotional items.
4. The student culture at William and Mary sees students involved in a variety of activities as well as focusing on academics. This is magnified in the fraternity/sorority community, with higher levels of programming. Chapter members are expected to attend their chapter events, the philanthropy events of other organizations and College and other student organization events.
5. It was reported that sororities host mixers in the fraternity facilities, with the fraternity expected to provide alcohol and the sorority providing "all other supplies" such as paper products, alternative food and beverages, etc. These events violate NPC policies related to hosting events with alcohol in fraternity chapter facilities.
6. The Resident Assistant program in the fraternity facilities has some inherent challenges in the management of member and guest behavior.

7. Fraternity and sorority chapters, with the exception of the NPHC chapters, focus almost solely on philanthropy programming and events. There is little attention or time spent in hands-on service to the community, or the development of service learning opportunities by either of the councils or the individual fraternity/sorority organizations.

Advance Academic Interest/Graduation of Membership

1. There are no classes on Friday in the School of Business, and there are a significant number of fraternity/sorority members in the School of Business. Combined with the student practice of enrolling in light Friday schedules, the result is student expectations for extended weekend social programming.
2. There is little unique programming, specific to the fraternity/sorority community, that promotes academic interests.
3. Faculty members are not engaged in the extracurricular life of the students and are not recruited, encouraged or provided any roles within the fraternity/sorority community – including those as academic advisors or mentors.
4. The fraternity housing units lack accommodation or special elements to support academic interchange or learning in the living environment.

Effective Campus Interface to and Support of the Fraternity/Sorority Community

1. While the College has rules, expectations and staff that apply solely to the fraternity/sorority community, the administration is clear that the school has no special relationship with the fraternity/sorority community – that the organizations are no different, nor treated any differently, than other organizations and clubs. Because the reality and rhetoric are not in alignment, it is not possible for key campus constituents to have a conversation that would articulate the relationship between the College and the fraternity/sorority community. While there is a different relationship from that with other student organizations, this relationship is not articulated so that all parties know what to expect from one another.
2. It was reported that the fraternity housing situation is a challenge that dominates current conversations in fraternity and sorority life, and one that requires both short- and long-term solutions.
3. There is some group think around the issues of fraternity “units” and chapter sizes. Chapter leaders and members are reported as more invested in debating the problems than finding solutions or recruiting men with the objective to fill the facilities to capacity. Also, living in a fraternity facility is reported as a “have to” rather than a “want to” because the living environments are not attractive for men wanting to have a safe and healthy place to live on campus.
4. Fraternity men and sorority women lack understanding of their inter/national organization policies, and blame the College for enforcing both College and CFA/ISC/NPHC policies.
5. It was reported that communication, interpretation and enforcement of policies vary among administrative departments (such as Campus Police, Student Affairs and Residential Life), and that inconsistency fosters frustration as it relates to organizational student conduct.

6. The Homecoming Step Show and the Homecoming Concert are scheduled at the same time during the Homecoming celebration. There is concern about the message students receive regarding making a choice about which event to attend based on their race or ethnic background.
7. Game-day tail-gating typically presents an opportunity, like Homecoming, for the fraternity/sorority community to support the objectives of the College and its athletic department by promoting attendance and game-day festivities at the stadium. However, it was reported that exercising control over potential underage drinking overshadows the fraternity/sorority community's objectives to engage alumni and celebrate game-day support for the football team.
8. The facilities staff provides reports to Residence Life on issues within the fraternity/sorority facilities, but it was reported there is no return communication regarding whether report issues are addressed or the report outcomes with students.
9. There is no minimum membership requirement for student organizations. This allows fraternities and sororities to exist with 2-5 members, providing a less-than-optimal fraternity/sorority experience.

Section 4: Next Steps for the Community Based on Five Target Areas

Following are recommendations for enhancing the fraternity/sorority community at the College of William and Mary. These recommendations will provide a starting place for the Blue Ribbon Committee and others involved in strategic planning to begin implementing a course of action that can help ensure that the fraternity/sorority experience aligns with institutional priorities in providing meaningful educational engagement outside of the classroom.

A great deal of leadership will be required from all stakeholders to accomplish these goals. While most recommendations identify a person, group or office to handle responsibility, it is important to note that the person, group or office is encouraged to delegate that responsibility to a more appropriate entity. The leadership for specific recommendations should be assigned to the leader that is most able to accomplish the goal, versus being assigned by title. This should be a priority task for the Blue Ribbon Committee to consider, in conjunction with key college administrators. Students, chapters and councils, as a whole, should actively seek these leadership roles as well. The recommendations are listed from high to low priority, in the opinion of the Coalition Assessment Team.

- 1. The Blue Ribbon Committee assembled to facilitate this assessment process should consider working cooperatively with students, alumni/ae, the inter/national organizations and other invested parties to articulate the relationship between the organizations and the College. (*Effective Campus Interface*)**

The College has established a strong independent student organization philosophy which it says has been applied equally to fraternities, sororities and all other student clubs and organizations. However, it is obvious that the College has a unique relationship with fraternities and sororities. It is an important process for the College to determine the relationship between it and the fraternities and sororities with chartered chapters at William and Mary in order to acknowledge that this community has different needs than the other clubs/teams/organizations on campus.

It appears that philosophically the College approaches the chess club the same as a fraternity/sorority chapter, and the Assessment Team understands that is by intent. However, the Assessment Team also was clearly made aware, both through interview and observation, that the day-to-day activities of College staff, unique rules, unique expectations, and other unique relationships demonstrate that the fraternity/sorority community is treated differently. For the College "walk" to be congruent with the "talk" regarding self-governance and the individual chapter philosophy, it would need to leave the fraternity/sorority community alone and let it govern itself without special advantages or hindrances. But neither the College nor the fraternity/sorority community would benefit from this, which is why the current unique relationship exists. It is not in the best interest of the College or the fraternity/sorority community, nor does the Team believe the College or the fraternity/sorority community desire it. However, the ongoing failure to acknowledge the different treatment of the fraternity/sorority community prevents a conversation from taking place that would lead to congruence between the reality of the relationship and a philosophy that articulates it.

The Assessment Team recommends that the College and the fraternity/sorority community work together to articulate the unique relationship, outlining the privileges and restrictions associated with it, with the goal of developing a written philosophy. Until a draft is written, there can be no progress on defining the relationship; and while it is outside the purview of this assessment, the Assessment Team recommends the College consider launching a similar process with selected club sports teams, religious groups, and others with whom it appears the College also has an established and clearly identifiable unique relationship that is outside its statement about self-governance.

The process for establishing the relationship with the fraternity/sorority community should involve all constituencies affected by the relationship, to include students, advisors, inter/national organizations, college administrators, etc. It is recommended that the College host a forum with those involved to discuss the current relationship, to include the privileges and the restrictions for fraternities and sororities that are different from other student organizations. The discussion should lead to a conversation about the desired relationship, and a College policy should be drafted that articulates, but does not necessarily define or dictate, the relationship so that both the relationship and the policy can remain fluid. The policy need not be extensive; however it should be clear about why the relationship is different and in what ways it is different.

2. The College of William and Mary should consider developing a position description and hire a full time staff person to work with student organizations at the College. (*Effective Campus Interface*)

This recommendation is outside the scope of the Coalition Assessment Project, but it is included, and given this priority within the list, as a support to the recommendation above.

Because the College has provided specialized support for the fraternity/sorority community via the Greek Life staff, the role of that staff has experienced "scope creep" as other student organizations, without the benefit of specialized staff attention, now call upon the Greek Life staff for daily support. The other student organizations have needs the Greek Life staff can meet, but in addressing those it diverts resources from the fraternity/sorority community it exists to support.

Again, while this is outside the scope of this report, it is recommended that the College develop a position description and hire a full time professional to work with the more than 400 student organizations at William and Mary. While the College has made a significant commitment to the fraternity and sorority community and leadership development with the hiring of two professional staff, the other student organizations are lacking resources and support from a professional staff member.

3. The associate director of student activities should consider leading an effort to ensure that the William and Mary Police, the Office of Residence Life and the Student Affairs professional staff are on the same page regarding policy and policy enforcement. (*Effective Campus Interface*)

After discussion with all levels of campus administration, it was clear that:

- a. Campus and community officials responsible for enforcement of laws and policies do not share common understanding of the laws or institutional policies.
- b. These campus and community officials do not share similar philosophies or beliefs regarding the level to which intervention, enforcement and corrections should be practiced by the campus-official community.
- c. The students recognize these disparities and leverage them in ways that add tension and disorder to the fraternity/sorority community behavior and to excuse non-compliance and lack of understanding regarding the policies.
- d. The perceived inconsistency in application and enforcement of campus alcohol policies contributes to the student and administration frustration.

The root of the confusion or discord in this area centers primarily on enforcement. The President's Office and campus police indicate philosophies and interests in compliance and enforcement that would appear to differ

from, and contribute to, a perceived conflict with those of the Student Activities and Residence Life staffs. This discrepancy results in unclear and unmet expectations between departments and inconsistent application of disciplinary and enforcement measures with the students.

This could be most readily and easily resolved with a meeting of directors and representatives of Student Activities, Residence Life, Campus Police, Student Health, the CFA/ISC/NPHC officers and the chapter presidents to clarify campus policy and to establish an institutional philosophy for enforcement and student safety. This also would provide an opportunity for each to understand each other's obligations and responsibilities.

4. The Greek Life staff, in cooperation with the CFA and ISC, should consider hosting a weekend institute on the future of the fraternity and sorority community, with the goals being to develop new structures for the fraternity/sorority experience and to create community-based and chapter-based leadership structures. (*Interpersonal Relationships and Leadership Development*)

The partners of the Coalition Assessment Project value student self governance at the highest level, and it is recommended that the Greek Life staff work with the students to establish stronger student self governance models within the fraternity/sorority community. It is recommended that the community establish governing councils that are similar in structure and scope, replacing structures that are not collaborative with one another.

The establishment of new leadership structures needs to be led by the students, potentially with the assistance of an outside consultant/facilitator to aid in the processing of information. The three councils should have similar objectives and philosophies, and collaborative structures. The new structures should emphasize the possibilities of student self governance and include a role for council officer and chapter officer voices. The council also should have full judicial board structures to be able to hold member chapters accountable for violations of College and council policy.

This restructuring activity should provide a first opportunity for the student leaders to begin to take the lead on developing a new concept of community with the College, also making a commitment to guide the students on the possibilities and the power of self governance.

5. The student leadership, in cooperation with their inter/national organizations, should consider addressing the issues of using and abusing alcohol at philanthropy events. (*Leadership Development and Build/Strengthen Social IQ, Citizenship, Service Learning*)

The leadership of the North-American Interfraternity Conference, National Panhellenic Conference, and National Pan-Hellenic Council passed sets of standards that call upon fraternity/sorority and campus leadership to create changes to today's fraternity and sorority experience, ones that ask each member to live to the highest standards of fraternity/sorority membership. These standards also address concerns with philanthropy events hosted by collegiate chapters. Philanthropic activities hosted by chapters provide an opportunity to showcase the fraternity/sorority experience to the campus and broader communities. The use and abuse of alcohol at philanthropic events is against all standards and against the fundamental principles of fraternities and sororities. Furthermore most, if not all, of the inter/national sorority policies prohibit the use or presence of alcohol at philanthropic events.

There is a significant culture of alcohol use during (or pre-gaming before) major campus philanthropy events at the College of William and Mary. The presence of alcohol has not been addressed by the College or the inter/national organizations. It is recommended that each inter/national organization with a chartered chapter at the College play a more active role in addressing the use of alcohol by the local chapters at philanthropy events. The local chapters need to read, review, implement, and comply with their own inter/national policies on alcohol.

- 6. The Greek Life staff should consider aligning the College's definition of hazing based on FIPG guidelines. Further, it should consider regularly educating undergraduates on what is and is not hazing; and it should consider educating the Student Affairs staff, the William and Mary faculty and staff, and alumni/ae advisors on the hazing culture and their duty to report and consistently enforce hazing policies. (*Interpersonal Relationships and Effective Campus Interface*)**

Through all of the conversations with the Assessment Team it became obvious that there is a culture of hazing among the CFA, ISC and NPHC member organizations. Leaders and members alike are aware of the behavior and are not reporting it; and non-members are aware of the behavior and not reporting as they do not believe the activities are a problem. While the reality of lacking specific evidence makes this difficult to pursue, the lack of follow-up is sending the wrong message and is being perceived as "condoning" or, at the least, acquiescing to it.

Students are able to articulate that hazing should not be part of the fraternity/sorority experience; however they do not believe that some of the public humiliation (such as required carrying of objects) is hazing behavior. During the visit there also were references to required alcohol consumption, activities in locked basements and attics, and off-campus behaviors.

The College of William and Mary would benefit from developing a comprehensive education plan for students, faculty, staff, advisors, and other invested parties on what hazing is, the definition of hazing as provided by the College, and as provided by the inter/national headquarters of the recognized chapters and FIPG, along with how to report an incident of hazing. It also will be important to work cooperatively with the Athletics Department and other organizations and areas where hazing behaviors can be prevalent as indicated in the results of the National Hazing Study.

- 7. The Greek Life staff should consider engaging the NPC delegates with the Inter-Sorority Council in a dialogue about "Clue Week" behaviors, costs, and general philosophies. (*Interpersonal Relationships and Leadership Development*)**

The Assessment Team recognizes that "Clue Week" is an integral and important part of the sorority experience at William & Mary, and a tradition that has extended beyond the sorority experience. The Inter-Sorority Council recently addressed the issues of costuming as part of "Clue Week," and this allowed the council to discuss concerns around images, hazing and other "Clue Week" expectations. The Assessment Team congratulates the Inter-Sorority Council on addressing issues related to this annual tradition.

During conversations with the Assessment Team it became obvious that "Clue Week" has become increasingly more expensive for all sorority members. Each group of Big Sisters is increasingly trying to "outdo" the last group and the expense of "Clue Week" can easily be \$500 or more per Little Sister. "Clue Week" should be about fostering sisterhood and establishing strong friendships, not buying expensive sorority paraphernalia.

All NPC organizations would benefit from frank discussions with their advisors, their respective NPC delegate and the NPC Area Advisor that result in new guidelines for “Clue Week” activities. All NPC sororities should consider working together to develop and implement new guidelines and make sure all sororities comply with them. It also would benefit the women to review all the inter/national policies of their individual groups regarding new member activities.

- 8. The student leaders of the three councils should consider developing an integration plan to create a stronger interfraternal connection, and to have all organizations be an active part of the overall fraternity and sorority experience.** (*Interpersonal Relationships, Leadership Development and Build/Strengthen Social IQ, Citizenship, Service Learning*)

Through conversations with the student leaders, the Assessment Team learned there is no relationship between the majority organizations with the NPHC organizations. This was stated openly by all, and accepted as the current reality. There was no apparent interest to learn about the differences among and between the fraternities and sororities, nor were there structured opportunities to learn about one another in a safe learning environment.

Once the College and student leaders host the forum/retreat to articulate the relationship between the College and the fraternity/sorority community (recommendation 1) and the institute on the future structures for the fraternity and sorority community (recommendation 4), the foundation will have been laid for this recommendation. Through the completion of the previous two recommendations, the students should have developed a basic relationship with one another that will enhance efforts to create a stronger cross-council competence. Then the students, with cooperation from the College administration, can implement structures to allow members to learn about one another through joint meetings, sharing of event information, etc.

It is recommended that the NPHC council define its relationship with those organizations that do not have a chartered chapter at William and Mary, but do have initiated members in local graduate, or “city-wide,” chapters. The presence of NPHC members on campus (Omega Psi Phi and Zeta Phi Beta specifically) without any sponsoring council or reporting authority creates tension and a lack of understanding about which organizations are a part of the community and which ones are not. It is important for the College and the three governing councils to be clear on the expectations for NPHC organizations and how all the chapters (NPHC, CFA and ISC) are to integrate with each other as a community.

- 9. The Greek Life staff should consider working in cooperation with the Alumni Office to develop an alumni recruitment and training program.** (*Interpersonal Relationships and Leadership Development*)

The Alumni Office staff would like to provide assistance to the fraternity/sorority community, and it is recommended that the Student Activities office partner in the following ways:

- a) Program to include alumni/ae advisor recruitment and retention**

The College should consider partnering with the inter/national organizations in developing a comprehensive recruitment plan for new chapter advisors – for chapters that do not have an advisor or have an advisor whose home or business is further than 20 miles from Williamsburg. It was clear to the team that chapters with local and active advisors are thriving, and those with absentee advisors

are struggling. Chapter advisors and house corporation board officers are much less transient than student leaders, and the effort to recruit, train, and retain these men and women is well spent.

The alumni/ae who work with the William and Mary fraternity/sorority community are the greatest resource for improvement and relationship building between the College and the chapters. Meeting with these men and women on a regular basis can close the significant communication gap and lack of understanding regarding what all players on the team are doing.

b) Alumni advisor training and development

The meetings hosted by the professional staff for fraternity/sorority advisors are an excellent start to providing a stronger training and development program. It is recommended that the staff conduct a survey of the current advisors and corporation board officers to determine the training and development needs of these volunteers. This survey should be completed annually to ensure that the training and development is relevant to the needs of the volunteers and their work with the chapters.

c) On-going general alumni education

The College should consider using the new “my1693” social networking program through the Alumni Office to provide education about the current fraternity/sorority culture at William and Mary. Working with alumni leaders, each fraternity/sorority should have a group established within the social networking website. Then the chapters should be asked to provide updates through the Alumni Office to communicate to fraternity/sorority alumni and assist with their connection both with the College and their chapter.

d) Establish proper Corporation Boards that lease the facilities from the College

The William and Mary Office of Residence Life should consider putting each inter/national fraternity and sorority headquarters on notice, with lead time of 18 months or more, with the offer of assistance from the college and/or alumni association, to establish legally incorporated alumni house-holding organizations to lease campus fraternity/sorority facilities after that future date. This will require planning and coordination, with the fraternity/sorority professional staffs and William and Mary alumni, but it will establish a credible and real link to greater avenues for holding the chapters accountable for responsible performance, growth, programming, and behavior.

With the college student housing situation as it is, it is incumbent on the administration to explore all possible options and ways to emulate alumni “ownership” and responsibility for their chapters’ continued growth, performance, pride and presence on campus. Fraternity or sorority chapters left to sustain organizational continuity, growth and prosperity without alumni support and guidance, creates a tremendous and unnecessary burden on college officials and personnel.

10. The Greek Life staff should consider encouraging fraternity/sorority leaders/members to become involved in the development of the Strategic Plan for the Division of Student Affairs.
(Effective Campus Interface)

The Assessment Team was pleased to learn that the Vice President for Student Affairs is establishing a committee to develop a strategic plan for the Division of Student Affairs. It is recommended that student leaders of the fraternity/sorority community submit a proposal to the Vice President indicating their interest in serving on the committee with specific recommendations of specific students to serve on that committee. This

will be an important step for the students to demonstrate their interest, rather than assuming that fraternity/sorority leaders will be invited to the table.

11. The Blue Ribbon Committee assembled to facilitate this assessment process should consider addressing the College of William and Mary's current unrest about the state of fraternity housing.
(Interpersonal Relationships and Effective Campus Interface)

The Coalition Assessment Team recognized a large concern, at all levels, for the condition of the men's fraternity housing "units." The units are not designed or configured to adequately support the educational, organizational or social program desired or expected from the fraternity community. There has been little effort to adapt the facilities to accommodate a fraternity program objective, and both students and administration seemed somewhat resigned to the perception that nothing can be done to mitigate the issues.

The College should consider convening a fraternity housing improvement committee, involving facilities personnel, Student Activities, Residence Life, Campus Health, students and alumni to examine the issues and make recommendations for modifications and improvements, along with feasibility and timeline considerations so that all can be clear on possibilities and outcomes.

In one meeting, fraternity and sorority leaders were asked to imagine what a campus residential facility would look like if it were so desirable as to have waiting lists for occupancy, attracting high-performing upper-classmen students. The possibilities were endless, and many of the ideas involved minor modifications and upgrades to the current facilities that might prove reasonable and entirely feasible. Requiring formation of alumni house-holding corporations to assume at least some level of responsibility for the facilities, as recommended earlier, could result in even further expanded possibilities.

The Assessment Team also learned that at one time the College placed non-members in the fraternity halls as Resident Advisors, but that their ability to affect behavior or programming was compromised by their not being members of the fraternity, and the practice was abandoned. Now only members of the fraternities themselves are placed as RAs in the fraternity halls. Interestingly, many institutions in identical or similar situations have resolved to just the opposite, finding members ineffective in maintaining responsibility for the facilities and occupants. The Assessment Team recommends the William and Mary administration consider looking to peer institutions with similar situations to share ideas to enhance the effectiveness of the Residence Life staff.

12. The inter/national organizations with a chartered chapter at the College of William and Mary need to be asked to consider re-committing to providing assistance in addressing the risk management issues and the lack of understanding of the inter/national organization policies.
(Interpersonal Relationships and Effective Campus Interface)

The inter/national organizations with a chartered chapter at the College should be requested by the College to play a more active role in addressing the risk management issues in the local chapters. This is not a task that can be left to the William and Mary staff and volunteers alone. Implementation of the inter/national standards for risk management and risk assessment will be central to the long-term success of the William and Mary fraternity and sorority community.

Alcohol, and the inability to manage events where alcohol is present, is the major issue facing the community. The campus alcohol policy allows the chapters many options to utilize in the management of events, but even these

options are not being used. The chapters, across the board, need to understand the need for better event management practices and the issues and implications of allowing students to use and abuse alcohol at their events.

There is a concern around hazing and traditions that, while perceived as funny, may have larger implications for the new members and others involved. It was reported that hazing is present in both the men's and women's organizations, and some of the fraternity/sorority traditions have influenced other student organization behavior. There is a norming of these behaviors on campus, and it will be a challenge to re-learn new behaviors and influence the campus in a positive manner.

Fire safety for the fraternity facilities also could be an issue. While fire capacity limits are posted within the fraternity "units," there should be insistence that the men follow these posted limits. The College does conduct annual fire safety inspections, and there should be awareness of the potential fire safety issues that result from large numbers of students in individual residential rooms or significant numbers of guests in the basement of a fraternity facility.

13. The three governing councils should consider developing a comprehensive set of risk management guidelines that will apply to all fraternities and sororities at the College of William and Mary.

(Developing Positive Interpersonal Relationships; Leadership Development: Build/Strengthen Social IQ, Citizenship, Service Learning)

The three governing councils should consider spending the next year working together to create a comprehensive set of risk management guidelines that would apply to all fraternities and sororities at the College. The Coalition Assessment Team would encourage the governing councils to utilize the FIPG Guidelines as a basis for the document; however the document also should include applicable College rules and guidelines. The guidelines should include statements on alcohol, drugs, hazing, sexual assault and harassment, fire safety, auxiliary organizations (little brother/little sister organizations), etc.

Following the adoption of the comprehensive risk management guidelines, a training session should be developed and presented annually to all chapter officers who would need to know and understand the expectations as stated in the risk management document. This should include the chapter president, vice president, new member educator, director/dean of intake, social chair, house/facility manager, etc.

The Risk Management guidelines also should address and establish a process for approval of event themes and visual identity messaging to ensure that all events are in line with expectations and are not offensive to any others in the William and Mary community.

14. The Greek Life staff should consider adding to the College Alcohol Policy a statute about "beer pong tables" and their presence in College-owned and operated facilities. *(Effective Campus Interface)*

During the facility tours, it was noted that most of the fraternity facilities had a "beer pong" table in the facility. If the College alcohol policy prohibits drinking games, that policy should extend to drinking game paraphernalia, such as "beer pong" tables.

15. The CFA, in partnership with the NIC, should consider creating a long-term training and development program for fraternity members on recruitment, recruitment philosophies, and effective implementation strategies. (*Interpersonal Relationships*)

It will require a long-term strategy and effort to move the fraternity community from rush to true recruiting that produces sustained growth. Following are a series of recommendations to lead to a long-term strategy:

- a. Bring in professional resources (CAMPUSPEAK Recruitment Boot Camp, Phired Up, any of the fraternity headquarters staffs, etc.) to teach the difference between recruitment and “rush.”
- b. CFA should review and discuss implementation of the NIC standards, specifically as they related to recruitment philosophies and recommendations.
- c. The CFA should develop an implementation strategy that should include provisions to educate current members on moving from rush to recruitment.
- d. The CFA should assemble chapter vice presidents of recruitment to present a final plan and provide education and direction for moving from rush to recruitment.
- e. The implementation strategy should extend for at least two years to establish and assure lasting, meaningful change. The Office of Student Activities should provide continuous encouragement for its implementation. It may require two years or more of concentrated attention to assure success.
- f. The CFA should work with each chapter vice president of recruitment to establish goals for growth of the fraternity. The goals should include targets for the chapter, with defined methods and processes the chapter will use to review characteristics and qualifications of potential candidates and to determine if they possess the values of the chapters and will further the organization’s objectives.

16. The Greek Life staff should consider providing leadership to a team of campus departments charged with the timing of events during Homecoming. (*Effective Campus Interface*)

Currently, the Homecoming Step Show and the Homecoming Concert are hosted at the same time on Saturday night of the Homecoming Celebration. This creates a situation where students and alumni are forced to choose which to attend, sending a subtle and unintentional message that certain events are for certain members of the William and Mary family.

There is a significant desire from the members of the NPHC community to have the members of the CFA and ISC community attend the Step Show, but there is low attendance due to the Homecoming Concert being scheduled at the same time. With a goal of unifying the entire fraternity/sorority community, it would be helpful to create an environment where all students could attend both events.

Homecoming also presents an opportunity for the fraternity/sorority community to develop a signature campus event that creates and promotes alumni programming and engagement in school spirit. It is another opportunity for the leadership and members to develop and engage in responsibilities that at the same time diminish—if not eliminate—a concentration on individual plans and access to alcohol.

17. The governing councils should consider working collaboratively to propose a positive incentive program to the College, to reward and acknowledge chapters exhibiting appropriate behavior based on the values of fraternities and sororities. (*Interpersonal Relationships and Build/Strengthen Social IQ, Citizenship, Service Learning*)

The Order of Omega chapter organizes the College fraternity and sorority awards program. The recommendation is to enhance the current program to include awards more centrally tied to the fundamental principles of fraternities and sororities. The proposed recognition program, perhaps hosted by the College, perhaps remaining under the purview of Order of Omega, could include the following:

- Academic achievement awards for new members
- Academic achievement and improvement awards for chapters
- Alumni programming or event recognition
- Community Service awards
- Member involvement recognition
- Member programming recognition
- Philanthropy awards
- Senior involvement—recognizing chapters that provide such compelling programming as to retain upperclassman involvement

18. The Greek Life staff should consider empowering the fraternity and sorority governing councils to create strong accountability structures through their stated judicial boards. The judicial processes can work in cooperation with the Dean of Students Office, however the councils should retain responsibility to self govern. (*Leadership Development: Build/Strengthen Social IQ, Citizenship, Service Learning; Effective Campus Interface to and Support of the Fraternity/Sorority Community*)

The role of the fraternity and sorority governing councils is to provide a culture of success and accountability for the member chapters. The governing councils need to have the opportunity and the desire to implement an accountability structure for chapter behaviors and violations of fraternity/sorority or College policies, procedures, guidelines, and rules. It is recommended that the College work in cooperation with the governing councils to take the following steps once recommendation #4 has been completed:

- a) Establish written procedures for judicial hearings to be conducted by the newly formed governing councils. The established procedures should be the same for all three councils.
- b) Establish a selection and training program for judicial board representatives for each of the three councils. This should include training of all potential issues and policies, and include a mock hearing.
- c) Establish a reporting process for all potential violations of policies and procedures. Provide education to chapter and council leadership on the reporting process.
- d) Establish a reporting process for all hearing board results at the governing council meetings.
- e) Establish an appeal process.

Empowering the fraternity/sorority community with self-governance and internal accountability will provide members with the opportunity to work on the challenges facing the community. Students need to gain a better understanding of the rules and procedures and the potential consequences of their actions, and one of the best ways to learn is to teach. By empowering the students to be the teachers of policy and procedure, there will be a more comprehensive understanding of the policies that govern fraternities and sororities.

In addition, self governance will allow the governing councils to work cooperatively with member chapters to meet the expectations of the College in holding one another accountable. Self governance allows for peer education and positive peer pressure that will lead to a more self-sustaining fraternity/sorority community.

19. The student leadership should consider working with the College Health Center to develop a series of educational programs on the use and abuse of alcohol and the behavioral effects of alcohol for William and Mary students.

(Leadership Development and Build/Strengthen Social IQ, Citizenship, Service Learning)

Throughout this report, the use and abuse of alcohol and other risky behaviors by members of the fraternity/sorority community has been noted. The College Health Center personnel are willing to work with the fraternity/sorority community on issues that affect all college students, i.e., risky behavior choices, hazing, alcohol, mental health issues, sexual assault, etc. Working with the College Health Center to develop a series of educational programs addressing risky behavior would be an opportunity to educate the entire college community and show the value of fraternities/sororities.

Developing a programming series also has the potential to diminish the over-programming taking place in the chapters. If the community hosted more programs on topical issues, then all chapters or all new members could attend. There is value in individual chapter programming, however there also can be value in community based programming. Consideration should be given to all chapter calendars when setting educational programs to ensure that programmatic and space limitations are part of the planning.

20. The Greek Life staff, in cooperation with the chapter leadership, should consider looking for opportunities for the chapters to positively compete with one another.

(Interpersonal Relationships and Build/Strengthen Social IQ, Citizenship, Service Learning)

It is recommended that opportunities for positive competition between chapters be developed. Providing positive competition opportunities may limit the current culture of "outdoing" other chapters on activities such as "Clue Week" or chapter philanthropy events.

Specifically, it is recommended that the College look to the Intramural program and to Homecoming events to provide a positive outlet for the chapters. By forming an all fraternity/sorority league for intramurals, the chapters can positively compete with one another, and also be rewarded for positive sportsmanship and for winning at different events with an overall winner on an annual basis. For Homecoming, using the parade or other alumni development activities is a good opportunity to utilize the chapters' desire to compete with one another to provide stronger school spirit and connection.

21. The College should consider providing an alternative location, on or off campus, for student organizations to host social events where alcohol is present. *(Build/Strengthen Social IQ, Citizenship, Service Learning; Effective Campus Interface to and Support of the Fraternity/Sorority Community)*

There is significant pressure on the CFA member organizations to be the social hosts for the College, including fraternity men, sorority women and non-members alike. The social events taking place in the fraternity units violate FIPG, inter/national and College guidelines, and the events also allow for other organizations to violate their own inter/national guidelines.

In 1997 the National Panhellenic Conference (NPC) member groups agreed to encourage their collegiate chapters to co-host non-alcoholic events with men's fraternities that have implemented a substance-free housing policy. In 2001, NPC encouraged all College Panhellenics to adopt a position in support of alcohol-free social activities in

fraternity facilities. The majority of NPC groups have internal policies that require only a third-party vendor and cash bar with age verification, and they must not serve alcohol to members or guests who are under the legal drinking age. It is commonplace at the College of William and Mary that social events in fraternity units be unofficially co-sponsored with a specific ISC sorority, and this violates NPC guidelines.

It would be beneficial for the College to assist in advocating for these organizations and/or create an on-campus space where the students could host events where alcohol is present. An advocating opportunity would be to create a Community Coalition focused on alcohol use within the overall Williamsburg community. This coalition should include students, faculty, staff, alumni, bar owners, alcohol educators, law enforcement, and other constituents invested in creating a healthier environment around alcohol use on campus.

Another option would be to create a space on campus for student organizations to use for events where alcohol is present. Using the BYOB or third-party vendor policy already in place, the College could work with its dining services provider to establish proper alcohol service as well as overall management of the events. This would shift the model of fraternities as the social host providers for campus to one where the social host responsibility is shared among all 400 student organizations.

22. The councils, in partnership with the chapter leaders, should consider developing a comprehensive marketing plan that promotes the fraternity/sorority community and targets all key constituents.
(Effective Campus Interface)

The Assessment Team observed a number of different constituencies that likely would be more supportive if there was information that demonstrated the fraternity and sorority community was worthy of support. Information about the fraternity and sorority experience, outside of the large philanthropy events, should be shared through a variety of venues on campus and through social networking opportunities.

It is recommended that the William and Mary fraternity/sorority community establish a marketing campaign for the community with the purpose of recruitment and establishing an identifiable brand on campus. This should be developed in cooperation with the College public relations office or a high-level graduate program that can maximize the marketing message and the effectiveness of the campaign.

The plan should illustrate how the mission statements of the various fraternities/sororities parallel the mission of the College. The student leaders creating the plan should consider marketing the fraternity/sorority experience to:

- current and prospective members. To develop pride for the system among current members, and intrigue among prospective members, the plan should promote the positive aspects of Greek life as well as explain how fraternities/sororities impact the campus.
- faculty, staff, and administration, promoting benefits of Greek life, including the need for, and benefits of serving as, faculty/staff advisors. The plan also should have a component that helps reach faculty and staff members who are alumni of Greek organizations. An outcome of the plan should be to enhance one's pride in membership, whether the individual be an undergraduate or alumnus.
- young men and women belonging to minority student organizations – students who traditionally have not been effectively approached to join a fraternity/sorority.

- student groups and clubs focused on careers or curriculum of study, ones that already have developed fraternity among members and want to deepen that bond through a fraternal experience that supports their career/academic goals.
- upperclassman – reaching out to students who need help understanding the system and who may need more time to make an informed decision.
- on-campus leaders as a source of leadership development, academic support and values-based camaraderie – most importantly, as a source of fun and campus engagement and leadership.

23. The College should consider collecting key information to identify trends and to establish rewards that encourage behaviors and performance that strengthen the fraternity/sorority community.
(Effective Campus Interface)

The College is doing a good job collecting some of the basic data about fraternities and sororities, including: academic data, recruitment and retention numbers, graduate rates, judicial responses, etc. The College also is tracking fraternity/sorority membership as it relates to academic probations and suspensions, individual judicial responses, and other areas in which the College interacts with individual students. This should continue and potentially be put into an Annual Report on the fraternity/sorority experience at the College.

The Office of Student Activities would benefit from the annual collection of the following information:

- Comprehensive data on the number of community service hours completed by fraternity men and sorority women
- Donations made by individual fraternities and sororities to each group's national philanthropies on an annual basis
- Dollars donated annually by fraternity and sorority alumni to William and Mary
- Dollars donated annually by fraternity and sorority alumni to their own chapter
- Percentage of fraternity and sorority alumni who donate to William and Mary

This information can take time to collect initially, but the time commitment will diminish going forward and will provide valuable longitudinal data if properly tabulated. To have strong comparative data, it will be important to compare fraternity and sorority membership data to non-member data rather than all-College data that includes the fraternity and sorority members.

When this data is available over time, and not only on a community level but on a chapter-by-chapter basis, trends can be identified, effectiveness of intervention efforts can be assessed and, hopefully, rewards for outstanding performance can be instituted and enhanced based on sound data. In each of the measures mentioned above, the criteria for data collection need to be spelled out in writing and logically assessed.

24. A cooperative effort should be made by all involved to address issues of language as it pertains to the fraternity and sorority experience. (*Interpersonal Relationships and Effective Campus Interface*)

Language is symptomatic of attitude. We all adjust our behavior and our language as we enter different environments. It speaks to our attitude about, and respect for, those environments. The Assessment Team encourages William and Mary to make an attempt to change the vernacular and language used within the fraternity and sorority community:

- Greek Life Fraternity and Sorority Life
- Pledge New or Associate Member
- Pledge Training New Member Education
- Rush Recruitment
- Rushee Potential New Member
- Probate New Member Show / Presentation, or Presentation of New Members
- Boys Men (or Gentlemen)
- Girls Women (or Ladies)
- Frat Fraternity (as it pertains to referencing an IFC chapter)
- Babies New Members (pertinent mostly for sororities in reference to new members)
- Frat Units Strongly suggest a strategy to immediately eliminate reference to the fraternity housing facilities as "units." A "unit" is appropriate as a reference to a cinderblock student storage structure.

ADDENDUM

At this time, there is a small commemorative plaque on the William and Mary campus to acknowledge the founding of Phi Beta Kappa in 1876. It is widely acknowledged that the College of William and Mary is the birthplace of the college fraternity, and while it is outside the scope of the Coalition Assessment Project, the Assessment Team suggests that the College consider working with its interfraternal partners to determine the possibility of establishing a permanent commemorative object on campus to highlight the role the College has played in the establishment of the modern college fraternity. This collaborative effort will take time and cooperation, but it has the potential to coordinate with the 250th anniversary of the founding of Phi Beta Kappa in 2026.

This leads not to a recommendation, but a suggestion:

The Greek Life staff should consider approaching the College's major interfraternal partners (AFA, NALFO, NAPA, NIC, NMGC, NPHC, and NPC) with a proposal to create a commemorative object on campus that celebrates the College as the birthplace of the college fraternity. The proposal could include a dedication in 2026, the 250th anniversary of the founding of Phi Beta Kappa. (*Effective Campus Interface*)

Disclaimer

This assessment report is for educational purposes. It is intended for use solely as a development guide to assist in strengthening Greek letter organization systems. It is not intended to address any particular organization. This assessment report, by its nature, includes assessments the sources of which would be deemed hearsay in a court of law as the assessment includes as bases for it a variety of statements and opinions by varying sources, the underlying truth of which were not necessarily verified or attempted to be verified or supported as part of the assessment process. The names of persons who were sources of information for this report have been purposely not included in this report. Documents leading up to the compilation of this report will be destroyed pursuant to the respective document retention policies of each of the organizations participating in this assessment report.