



Leadership ★ Academic Success
Civic Engagement ★ Fraternal Bonds



Aggie Fraternity and Sorority Roadmap 2017 Proposal

Prepared by:

Christine Gravelle, M.Ed. • Melissa R. Shehane, Ph.D. • Shanté Hearst, M.A.

Contents

Introduction.....	3
Office of Fraternity and Sorority Life Purpose and Mission Statement	3
Institutional and Historical Context.....	4
Brief Historical Timeline	4
2012 Coalition Assessment Report – VPSA Strategic Initiative Progress at a Glance.....	5
OFSL Internal Planning Process.....	6
Phase 1: Data Collection	6
Phase 2: Analysis and Theming of Data	6
Phase 3: Roadmap Development and Review.....	6
Phase 4: External Reviewer Consultation	6
Phase 5: Roadmap Refinement Communication.....	7
Theoretical Framework.....	8
Thriving.....	8
Hierarchy of Needs: Maslow’s Framework.....	8
Overview of Target Areas	10
Priority 1: Finances.....	10
Priority 2: Law, Policy, and Governance.....	10
Priority 3: Marketing and Branding	10
Priority 4: Education and Training.....	11
Priority 5: Accountability	12
Priority 6: Diversity, Equity, & Access.....	12
Priority 7: Internal and External Relations.....	12
Priority 8: Housing	14
Target Area Planning Rubric.....	15
Closing	18
References	18
Appendix Listing	19

Introduction

Over the past year (2016-2017), the Office of Fraternity and Sorority Life (OFSL) within the Department of Student Activities has experienced significant leadership transition, and faced challenges within the community. The Department of Student Activities is slated to begin a comprehensive review in the fall 2017 semester. In order to better prepare for the department review and to be more transparent regarding some of the best practices, and areas of potential improvement in their area, the Office of Fraternity and Sorority Life has implemented a review of infrastructure, policies, and procedures during the spring 2017 semester.

The CAS Self-Assessment served as a guide for analyzing three focused areas 1) Law, Policy, and Governance; 2) Diversity, Equity, and Access; and 3) Internal and External Relations. Furthermore, focus group interviews were conducted with a variety of stakeholders (faculty and chapter advisors, campus partners, and alumni) to explore these topics more fully.

Office of Fraternity and Sorority Life Purpose and Mission Statement

The Office of Fraternity and Sorority Life's purpose is to serve as a liaison among the collegiate chapters, parents, alumni, (inter)national organizations, supporters, and Texas A&M University, to provide organizational guidance, educational programs, and resources while challenging members to live their fraternal values.

The mission of the Office of Fraternity and Sorority Life is to build an inclusive Greek community and enhance the collegiate experience by supporting opportunities for leadership, academic integration, civic engagement and the creation of fraternal bonds.

Institutional and Historical Context

Fraternities and sororities at Texas A&M University have been recognized since 1985. Over the course of these 30+ years, we have seen extensive growth at our institution as well as the number of students choosing to affiliate with fraternal organizations. Upon joining the SEC in 2012, current fraternity and sorority students began to observe the precedence Greek organizations had at other institutions. Thus, we have seen more interest from our students and our administration in comparing TAMU to other SEC schools. Within the national landscape, we continue to see these organizations headlining high risk behavior. The Office of Fraternity and Sorority Life has experienced significant transition over the past five years ranging from being absorbed into a larger department to changes in staffing patterns, and has faced loss within the community. We are at an important juncture and believe that the overall set of strategies we have developed for the future are intended to supplement current strategies and/or be implemented across our entire community. Ultimately, as we continue to look toward new directions for our community we see areas of excellence like our leadership development programs for NPHC students, aspects of recruitment and intake, and the affiliate council concept. However, there is also room for growth and advancement within our ever-changing landscape.

Brief Historical Timeline

- 1972 - First fraternity and sorority chapters were formed in 1972 (Sigma Phi Epsilon) and 1973 (Phi Mu).
- 1982 - First Pan-Hellenic groups recognized as “service” organizations.
- 1984 - Supreme Court decision (*Gay Student Services v. Texas A&M University*, 737 F.2d 1317 (5th Cir., 1984)) rendered against Texas A&M impacted the ability of the University to deny recognition to not only the Gay Student Services organization but also fraternal organizations of all types.
- 1985 - National Pan-Hellenic Council (NPHC) and their member fraternities and sororities were allowed to be recognized as fraternal organizations.
- 1987 - Interfraternity Council organizations became recognized.
- 1991 - Panhellenic organizations became recognized.
- 1993 – Student Activities established Greek Life and Leadership Programs positions.
- 1998 - Greek Life moved to the Department of Student Life.
- 1999 - Multicultural Greek Council established.
- 2011 - Fraternity and Sorority Coalition Assessment Project conducted
- 2012 - Department of Greek Life moved back to Student Activities.
- 2013 - Greek Life renamed Office of Fraternity & Sorority Life.
- 2016 - New staffing patterns occurred
- 2017 - Internal review commenced

2012 Coalition Assessment Report – VPSA Strategic Initiative Progress at a Glance

	Initiatives	Significant Progress	Some Progress	Currently Refining
1	Promote “Aggie Greek Traditions and Experience” with alignment of Core Values of Texas A&M University			✓
2	Develop comprehensive recruitment plan to consistently engage, recruit, and train chapter advisers		✓	
3	Create community based leadership structures for Greek leadership and councils		✓	
4	Enhance Greek Life partnerships, processes, and resources through realignment	✓		
5	Celebrate and report success (academic, cultural, and social)		✓	
6	Broaden awareness of regional and national Greek leadership and service opportunities		✓	
7	Create a “Community Identity” for Greek Life			✓
8	Engage Greek Former Students to assist with advisor recruitment, scholarship, philanthropy, and service	✓		
9	Develop partnerships with peer institutions in identifying new and proven programs, activities, and events for Greek communities	✓		

OFSL Internal Planning Process

Phase 1: Data Collection

During the Spring 2017 semester data was collected through focus groups (chapter and faculty advisors, Division colleagues, Greek Former Student Network), student surveys, contained internal CAS review, and consultation with numerous stakeholders. Content focused on three components of the CAS standards which were 1) Law, Policy, and Governance; 2) Diversity, Equity, and Access; and 3) Internal and External Relations. In addition, participants were invited to share feedback and ideas related to enhancing communication, education, and training.

Phase 2: Analysis and Theming of Data

Upon completion of data collection, a variety of individuals assisted with analysis and compilation of the final report. Specifically, Student Affairs Administration and Higher Education (SAAHE) master's student conducted focus groups on behalf of OFSL. Another SAAHE master's students assisted in analyzing the student survey data. The OFSL staff facilitated and calibrated the three CAS sections noted above.

Phase 3: Roadmap Development and Review

Internal reviewers including our Vice President for Student Affairs Office, academic partners, division colleagues, and committed constituents will be reviewing and providing input.

Internal Reviewers

- Dr. Daniel J. Pugh, Sr., Vice President for Student Affairs
- Dr. CJ Woods, Associate Vice President for Student Affairs

Potential Future Internal Reviewers

- Dr. Ann Reber, Associate Vice President for Student Affairs and Dean of Students
- Dr. Cynthia Hernandez, Associate Vice President for Student Affairs
- Faculty Member
- Title IX
- Council Presidents

Committed Constituents

- City Official
- Law Enforcement
- GFSN
- HQ Staff
- SEC Fraternity and Sorority Director

Phase 4: External Reviewer Consultation

Upon completion of our internal feedback, we will invite one to two external reviewers to provide final guidance and input.

Phase 5: Roadmap Refinement Communication

Final edits to the roadmap will be completed and a timeline of implementation will be refined. Marketing and communication associated with the plan will be shared broadly to the community and stakeholders.

Theoretical Framework

Thriving

Thriving is defined as being “fully engaged intellectually, socially, and emotionally in the college experience” (Schreiner, 2010a, p. 4). Practitioners and educators with a thriving mindset view student success beyond academic performance and graduation. Students who are thriving are engaged in the learning process, strive to reach important educational goals, manage their time and commitments effectively, connect with others in healthy ways, are optimistic about their future and positive about their current choices, and are dedicated to making a meaningful difference in their community and world (Schreiner, 2010). With this in mind, the Office of Fraternity and Sorority Life uses this framework as a lens to develop the whole student throughout the fraternal experience.

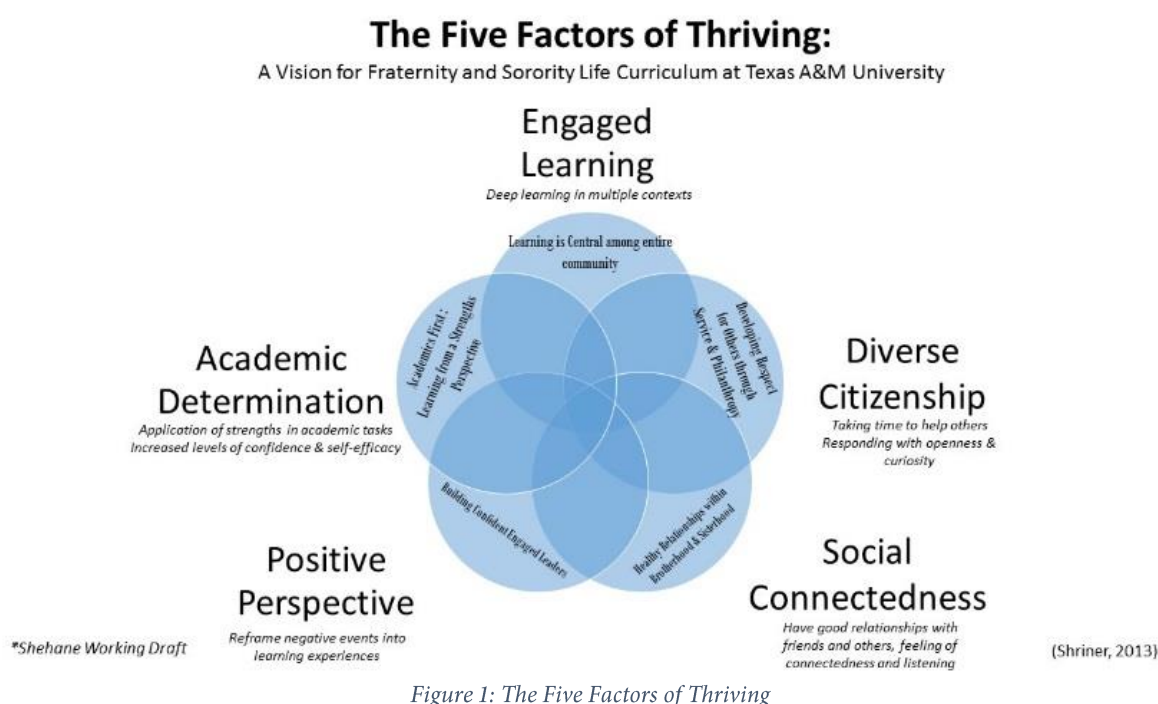


Figure 1: The Five Factors of Thriving

Hierarchy of Needs: Maslow's Framework

Maslow's (1943, 1954) *hierarchy of needs* is a motivational theory in psychology comprising of a five-tier model of human needs. One can only progress up the pyramid if the previous tier is accomplished. Applying this model to the Greek community, was a concept that was introduced at the SEC & Friends summer meet-up in May 2017. This concept provides fraternity and sorority professionals with insight on how we can meet the needs of the community by looking at the primary/fundamental needs first.

1. **Information** – OFSL must be the place where information is collected and distributed. This is a primary need and without information, next steps cannot be properly developed.
2. **Obvious Support & Advocacy** – OFSL must be seen as a place where constituents genuinely believe and recognize that their needs will be met and where someone will advocate for them to and with the University.
3. **Belonging** – OFSL must be seen as the place where constituents, chapters and their members, feel like they genuinely belong to the community and to the University.
4. **Community Esteem** – OFSL must create fair and just rewards for the community to enable them to work toward success in this area. This means that we demonstrating appropriate praise and acknowledgement of accomplishments, all while eliminating unnecessary competition.
5. **Community Actualization** – OFSL works intentionally towards reaching a threshold where the community is as functional as possible, solving problems, using functional and healthy behaviors, self-reporting, supporting community growth (expansion), raising dues so that services can be sustained, etc.

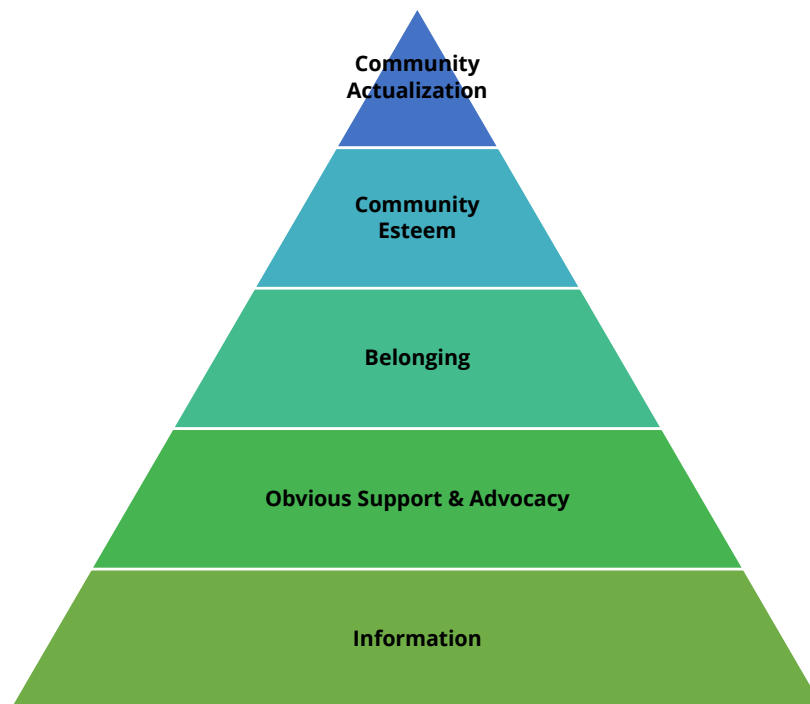


Figure 2: Fraternity & Sorority Hierarchy of Needs

Overview of Target Areas

Priority 1: Finances

Context: With continuous budget cuts to higher education, and a continued demand to “do more with less,” it is important to establish a funding source that will enable the Fraternity and Sorority community to be self-sustaining. As the number of Greek students increase, we will not be able to continue to improve the support and services we offer the community with our current fiscal structure. In addition, it is important that we assist the councils and chapters in establishing fiscally responsible practices.

(Budget at a Glance, FY2017)

- Action 1: Greek Fee – Establish a self-sustaining funding structure approved by all four councils to supplement the operation budget allocated through state funding.
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2019-2020
- Action 2: Off Campus Banking Exemptions – Provide additional education and resources regarding the approval process for off campus accounts in partnership with the SOFC.
 - Anticipated Start/Working Year: 2017-2018
 - Anticipated Implementation: 2018-2019
- Action 3: Crowdfunding – Provide more education about the risks and responsibilities of crowdfunding platforms in partnership with the SOFC.
 - Anticipated Start/Working Year: 2017-2018
 - Anticipated Implementation: 2018-2019

Priority 2: Law, Policy, and Governance

Context: After the PSU Timothy Piazza case and many others, institutions continue to question and explore how law, policy, and governance interface with the common practices within fraternity and sorority life.

- Action 1: Compare processes with present and future legislation (See Appendix 6)
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2018 – 2019
- Action 2: Review pre-existing TAMU data from the hazing consortium and explore future survey administration within the Aggie Greek population
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2018 – 2019

Priority 3: Marketing and Branding

Context: Providing the largest opportunity for student engagement with nearly 5,700 members, it is important that we have a positive image on campus and in the Bryan/College Station communities. With a desire to be the premier Greek community, it is important to get out of the Texas A&M bubble and assert our presence in the field.

- Action 1: Enhance Branding
 - Group A: Campus & Community Presence

- Engage the entire campus community, including faculty and staff, in celebrating Greek pride. This would including wearing affiliation attire on “First Friday’s,” and engaging affiliated professionals in participating in International Badge Day (See Appendix 3).
 - Anticipated Start/Working Year: 2017-2018
 - Anticipated Implementation: 2018-2019
- Action 2: Increase Texas A&M University’s Presence in the Field
 - Group A: State
 - Host the Summer 2019 AFA Lone Star Drive-In
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2019-2020
 - Volunteer and/or Present
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2019-2020
 - Group B: Nationally
 - Involvement in the SEC & Friends Network
 - Anticipated Start/Working Year: 2017-2018
 - Anticipated Implementation: 2018-2019
 - Present, publish, and/or serve in professional association
 - Anticipated Start/Working Year: 2019-2020
 - Anticipated Implementation: 2020-2021

Priority 4: Education and Training

Context: The primary goal for Greek involvement is to transform individuals into outstanding leaders. This requires that we provide more opportunities beyond the minimum standard, and offer multiple opportunities for students at all levels of membership, their advisors, and our campus partners throughout the year.

- Action 1: Continuous education and curriculum
 - Group A: Students
 - Provide seamless curriculum and intentional engagement
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2019-2020
 - Provide Opportunities to participate in high impact programs such as UIFL, Impact, Launch, and AFLV
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2019-2020
 - Reestablish course accreditation for council based leadership programs
 - Anticipated Start/Working Year: 2018-2019
 - Anticipated Implementation: 2020-2021
 - Group B: Advisors
 - Provide seamless curriculum and intentional engagement
 - Anticipated Start/Working Year: 2017-2018

- Anticipated Implementation: 2018-2019
- Action 2: Continuous education and awareness
 - Group C: Campus Partners
 - Education on FSL Vocabulary and how they can support our students
 - Anticipated Start/Working Year: 2017-2018
 - Anticipated Implementation: 2018-2019

Priority 5: Accountability

Context: As the community continues to grow, it is important that the accountability through the conduct and chapter expectations processes are both transparent and easy to understand. Our goal is to have all council officers and chapter leadership trained on TAMU's conduct process, while also providing cross-council training on one another's judicial process. Additionally, we must continuously review our expectation/accreditation process to keep us on track of becoming a premier Greek community.

- Action 1: Conduct Education– Streamline education and training about the conduct process in partnership with the Student Conduct Office.
 - Anticipated Start/Working Year: 2019-2020
 - Anticipated Implementation: 2020-2021
- Action 2: Transparency - Archive chapters who have conduct violations
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2018 – 2019
- Action 3: Chapter Expectation Process – Update the annual chapter assessment process to include evidence-based practices, and use the assessment results to guide individual chapters in developing a strategic plan to address areas where they are under-performing.
 - Anticipated Start/Working Year: 2019-2020
 - Anticipated Implementation: 2020-2021

Priority 6: Diversity, Equity, & Access

Context: Based on the CAS review, we are excelling in how we foster an inclusive work environment among staff. We will need to explore in more depth how this is addressed among our students. The survey data collected from the students did not provide depth in responses. Furthermore, it was difficult to discern if the comments were because of their experience at A&M or because they are Greek. (Student Survey, 2017)

- Action 1: Assess the climate of Aggie Greek Community in order to explore what continued education needs to occur on diversity and inclusion related topics.
 - Anticipated Start: 2019 - 2020
 - Anticipated Implementation: 2020 - 2021

Priority 7: Internal and External Relations

Context: Navigating the numerous layers of relationships within the fraternity and sorority community is a challenge and must be done artfully. At the heart of building strong relationships is strategic transparent communication. The area has numerous champions for their work and we are making

inroads within new areas that will continue to strengthen over time. From a staffing and futuristic perspective, sharing the time of a communications/marketing specialist for a department as robust and dynamic as Student Activities is a struggle.

- Action 1: Communication
 - Group A: Student Community
 - Consistent place for communicating with entire Greek community (newsletter/listserv, social media, text updates, blog location, MaroonLink)
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2018 – 2019
 - Group B: Advisor Community
 - Send regular email updates to advisors to provide resources, reminders, and save the dates for upcoming trainings. (September, November, February, April June)
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2017 – 2018
 - Group C: Headquarters
 - Send biannual mailing from StuAct-OFSL/VPSA office to all Headquarters (See Appendix 10)
 - Anticipated Start: 2017 – 2018
 - Anticipated Implementation: 2017 - 2018
 - Group D: Greek Former Student Network
 - Define clear lines within AFS/GFSN/OFSL for the Awards Ceremony
 - Anticipated Start: 2015 – 2016
 - Anticipated Implementation: 2016 – 2017 (ongoing)
 - Send quarterly updates to GFSN (September, November, February, April)
 - Anticipated Start: 2015 – 2016
 - Anticipated Implementation: 2016 - 2017 (ongoing)
 - Explore how to engage GFSN as a pipeline for recruiting quality advisors within our community and a place to explore new ideas.
 - Anticipated Start: 2019 - 2020
 - Anticipated Implementation: 2020 – 2021
 - Group E: Community Partners
 - Continue the community engagement luncheon as it is a time to pull law enforcement and Bryan and College Station administrators together to network and move the community forward. Strategically explore additional opportunities like the creation of working groups to focus on challenges our community faces. (e.g. reporting mechanisms, etc.)
 - Anticipated Start: 2019 - 2020
 - Anticipated Implementation: 2020 - 2021
- Action 2: Appreciation
 - Explore innovative ways to show appreciation for advisors and friends of fraternity and sorority life.
 - Anticipated Start: 2019 - 2020
 - Anticipated Implementation: 2020 - 2021

Priority 8: Housing

Context: As Greek Housing continues on an upward trend nationally, TAMU will need to explore what future Greek Housing will look like. This must include room for growth and our culturally based organizations. Additionally, we must examine the education provided to students, staff and volunteers working with our housed students.

- Action 1: House Corps Education – Provide members of the House Corporations with tools to understand the current trends and resources surrounding facility management, and resident health and safety practices.
 - Anticipated Start/Working Year: 2021-2022
 - Anticipated Implementation: 2022-2023
- Action 2: Assess housing needs for the entire community
 - Anticipated Start/Working Year: 2021-2022
 - Anticipated Implementation: 2022-2023

Target Area Planning Rubric

Action/Priority		Cost & Resource Recommendations	Desired Outcome(s)	Anticipated Start	Anticipated Implementation
Finances					
Greek Fee		Research data provided by the SEC & Friends Network. Financial data provided by the StuAct accounting team.	Anticipated fee of \$XX/person	2018-2019	2019-2020
Off Campus Banking		Educational resources and/or presentations approved and provided by the SOFC.	An increase of chapters successfully completing the exemption process	2017-2018	2018-2019
Crowdfunding		Educational resources and/or presentations approved and provided by the SOFC.	Secure a vendor that is approved by the SOFC for use (i.e. CrowdChange)		
Law, Policy, and Governance					
Align Processes with Legislation		Meeting with OGC staff. Attend trainings and/or conferences on this subject.	Ensure that we’re in alignment with current legislation, apply best practices, and set new trends.	2017-2018	2018-2019
Review & Collect TAMU Data on Hazing		Funding to administer the hazing consortium survey. Meet with hazing consortium consultants	Use data to inform future training		
Marketing and Branding					
Enhance Branding	Campus & Local Community	Assistance from MarCom and AFS to establish a marketing campaign Collect data of all affiliate TAMU professionals	Increased visual representation of Greek life across campus	2017-2018	2018-2019
	State	Funding from the VPSA to help subsidize costs of hosting a state conference	Host a well-attended AFA drive-in	2018-2019	2019-2020
	National	Continued funding to attend national conferences and SEC meetings	Presentations, publications, and/or service to	2020-2021	2021-2022

			professional organizations		
Education and Training					
Continuous Education & Curriculum	Students	A fully funded GA position Academic partners Funding to subsidize student cost to participate in HIPs	A curriculum map for the entire community. Reestablish course accreditation contracts for UDS, DGC and IFC LEAD. Increase TAMU student participation in HIPs	2018-2019	2019-2020
	Advisors	Technology for remote education	A curriculum map for advisors beyond HQ provided training	2017-2018	2018-2019
	Campus Partners	Funding to engage new partners Technology support in web management	Campus partners that better understand the nuances of fraternity and sorority life		
Accountability					
Conduct Education		Educational resources and/or presentations approved and provided by the SCO.	Students have a stronger knowledge-base of the TAMU conduct process	2018-2019	2019-2020
Transparency		OGC recommendations	Publish a more detailed report of conduct outcomes		
Chapter Expectation Process		Assessment/Data gathering expertise provided by SLS	Collect evidence-based results to improve chapter performance		
Diversity, Equity, & Access					
Climate Assessment		Assessment/Data gathering expertise provided by SLS and the VP of Diversity	Identify areas for additional/specific educational opportunities	2019-2020	2020-2021
Internal and External Relations					
Communication	Student Community	A fully funded GA position to off-set responsibilities	Deliver consistent and well-informed communication	2017-2018	2018-2019
	Advisor Community			2018-2019	2019-2020
	Headquarters			2017-2018	
	GFSN			2018-2019	2019-2020
	Campus Partners				

Appreciation	Student assistant support	Ensure that our partners know they are appreciated	2017-2018	2018-2019
Housing				
House Corporation Education	Educational presentations and/or resources provided by AFLV Partnership with HQ	Ensure that residents of, and chapter facilities, are safe and well maintained	2021-2022	2022-2023
Assess Housing Needs for Entire Community	TAMU Master Planner Bryan/College Station Neighborhood Works Benchmarking assessment and data collection	To determine needs and feasibility of establishing an inclusive Greek Village		

Closing

As the Texas A&M University fraternity and sorority community moves forward, the road map will serve as a flexible guide to further develop our potential. In order to become the preeminent fraternity and sorority community in the country, the Office of Fraternity and Sorority Life needs support from internal and external stakeholders alike. Reshaping and refining the community will take time, access to subject matter experts, financial contributions to support risk reduction, and voices to champion the positive narrative of our students that more often than not gets overshadowed both locally and nationally.

References

Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-96.

Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row.

Schreiner, L. (2013). Thriving in College. *New Directions for Student Services*, 143, 41-52.

Schreiner, L. (2010). The 'Thriving Quotient': A new vision for student success. *About Campus*, 15(2), 2-10.

Appendix Listing

Appendix 1: OFSL Review Memo and Task List

Appendix 2: OFSL Mini-CAS Review

Appendix 3: OFSL Focus Group Study

Appendix 4: OFSL Student Leader Survey Results

Appendix 5: VPSA National Meeting Prepared Response

Appendix 6: Law, Policy, Governance Approach and Questions Chart

Appendix 7: OFSL Overview of Programs and Positions

Appendix 8: FY17 Budget at a Glance

Appendix 9: 2016 Headquarter Benchmarking Study

Appendix 10: 2011 Coalition Report

Appendix 11: Curriculum Mapping

Appendix 12: OFSL Educational Opportunities