

# Clemson University IFC Strategic Planning Task Force Report

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## **EXECUTIVE SUMMARY**

On September 23, 2014, Clemson University suspended all fraternity new member and social activities after a series of alleged risk management violations and the death of a fraternity new member during a chapter activity. During the fall of 2014, other institutions including West Virginia University, the University of Virginia, California State University – Northridge, Emory University, and Johns Hopkins University all issued community-wide bans on certain activities amid a variety of serious risk management incidents. Nationally, there is major concern about the issues of alcohol, hazing, and sexual assault connected with campus fraternities.

The incidents of hazing and alcohol violations identified during the fall semester were serious and significant, though given incidents at other colleges and universities, Clemson is not alone in wrestling with these challenges. It is important to note that prior to the fall semester, several initiatives by the Office of Fraternity and Sorority Life during New Student Orientation have likely contributed to an increase in reporting of problems that existed in past years. All are in agreement that these issues are systemic in nature and must be addressed through a comprehensive strategy to create a culture focused on safety and grounded in the spirit of the Clemson Family.

A major obstacle is the current lack of trust between the University administration and the fraternity community. This includes undergraduate students, alumni, volunteers, and inter/national organizations. Any efforts to address hazing, alcohol, and other problems must start with serious efforts on both sides to establish a new partnership based upon shared goals and a mutual respect. Communication between the fraternities, fraternity general membership, and the University must be significantly improved in order to establish clear expectation and express public support for appropriate behaviors.

Currently, fraternities are failing to adhere to their own risk management policies and University regulations because there is not a consistent culture of accountability among all organizations. This requires a wide-ranging effort to create a culture of accountability where individual organizations and the Interfraternity Council hold members and organizations accountable for certain behavioral issues. There is also considerable dissatisfaction among fraternity leaders regarding the adjudication of conduct cases. Their concerns include the length of investigations and the lack of student, alumni, and headquarters involvement in the process. This should be addressed with a comprehensive review of the organizational judicial process with an end goal of developing a system where organizations accept responsibility and are held accountable in a manner that is viewed as fair and appropriate. The over-arching objective in this regard is reducing violations through voluntary compliance with existing policies and regulations.

Clemson has a large and growing fraternity and sorority community that has outpaced the staff and resources of the Office of Fraternity and Sorority Life to support the development of an exceptional community. Staffing levels are well below peer institutions with similar communities and funding for leadership training and other educational initiatives is inadequate and inconsistent given that it comes primarily from Student Government. The October elevation of Fraternity and Sorority Life to a full department reporting to the Associate Vice

President for Student Affairs and Dean of Campus Life with a more direct reporting line to the Vice President for Student Affairs raises the visibility and credibility of this unit and reflects a strong commitment to the community.

The question of changing to deferred recruitment for first-year students was explored though no recommendation has been made. That question will require additional study including direct input from the Panhellenic sororities and their respective inter/national organizations. It should be noted that no convincing evidence has been shared by any other institution that deferring recruitment has reduced alcohol or hazing incidents.

The current situation calls for a comprehensive, long-term strategy to change the culture around alcohol and hazing among fraternity members. New rules or policies developed or implemented without careful thought and extensive collaboration between the University and the fraternities will be unsuccessful. As such, the Task Force crafted four Aspirational Goals for the Interfraternity Council and its constituent organizations in order to articulate a vision for a thriving, healthy IFC community. The Task Force then created multiple, specific action items designed to move the IFC and its chapters towards achieving these aspirations. These goals are visionary in nature and should be used to communicate the type of collaborative partnership we desire as we move forward with specific initiatives

- 1. Leadership Through Brotherhood** – Through excellence in scholarship, leadership, service, and social experiences the Interfraternity Council will be the forerunner of positive impact within the greater Clemson community
- 2. Partnership** – Striving for a cooperative relationship, the Interfraternity Council and the University will engage with students, faculty, staff, alumni, advisors, and inter/national organizations to address critical issues and advance the Clemson fraternity community
- 3. Shared Responsibility** – The Interfraternity Council and the University will establish clear standards for its chapters and members, educate members of the community on those expectations, and partner to consistently promote and uphold those standards
- 4. Values-Based Community** – The Interfraternity Council will embody the Clemson University core values of Integrity, Honesty, and Respect through the promotion of wellness, safety, and personal development

## **BACKGROUND**

On September 23, 2014, Clemson University suspended all fraternity new member and social activities after a series of alleged risk management violations and the death of fraternity new member during a chapter activity. During the fall of 2014, other institutions including West Virginia University, the University of Virginia, California State University – Northridge, Emory University, and Johns Hopkins University all issued community-wide bans on certain activities amid a variety of serious risk management incidents. Nationally, there is major concern about the issues of alcohol, hazing, and sexual assault connected with campus fraternities. The North-American Interfraternity Conference (NIC) has appointed three Presidential Commissions to explore each of these three issues and make recommendations by March 1, 2016. There is also considerable discussion about how to properly address these issues while recognizing that fraternities and sororities provide significant involvement and learning opportunities to thousands of students each year.

## **PROJECT OVERVIEW**

The project consisted of three inter-connected phases. The first phase was an external consultant review consisting of three days of on-site meetings and interviews with student, staff, faculty, and alumni augmented by numerous phone interviews and document review. The consultant provided a report of Preliminary Observations and Recommendations (Appendix A) that represents a professional opinion of the current situation informed by the extensive interview process and document analysis.

This was followed by two weekend planning sessions where the consultant led the IFC Strategic Planning Task Force through a series of activities assessing the current situation and envisioning a path forward. The goal of the Task Force was to identify a set of aspirational goals to guide the IFC community forward and specific action items that would address current issues and provide a road map for positive future change in the fraternity community. The Task Force utilized the SOAR Analysis (Strengths, Opportunities, Aspirations, Results), an approach grounded in the Appreciative Inquiry framework to outline their work. In a SOAR analysis, problems and challenges are re-framed as opportunities for growth and change rather than obstacles that may or may not be overcome. The Task Force worked specifically on issues and action items targeting the Interfraternity Council. Given the inter-related nature of the fraternity and sorority community, there are several issues and recommendations that directly or indirectly involve the College Panhellenic Council and the National Pan-Hellenic Council as well.

## **TASK FORCE MEMBERSHIP AND CHARGE**

### **TASK FORCE MEMBERSHIP**

Doug Hallenbeck, Co-Chair	Associate Vice President of Student Affairs/Executive Director of University Housing and Dining
Walker Blanding, Co-Chair	Order of Omega Vice President, Kappa Alpha Order
Tammie Pinkston	Alpha Delta Pi International President
Justin Angotti	Pi Kappa Phi Assistant Executive Director
Timothy Erb	Interfraternity Council President
Lauren McGreevey	Panhellenic President
Arthur Thrower	National Pan-Hellenic President
Gary Wiser	Director of Fraternity and Sorority Life
Brianna Lombardozi	Associate Director of Fraternity and Sorority Life
Eddie Smith	Pi Kappa Alpha Faculty Advisor
Alesia Smith	Associate Dean of Students/Director of Office of Community and Ethical Standards
Andrew Hill	Undergraduate Student Government President
George Bolen	Beta Theta Pi Alumni Advisor
Hagood Hemphill	Undergraduate Member, Kappa Alpha Order
John Mountz	Consultant

### **CHARGE**

Clemson University is committed to a strong positive relationship with our fraternity and sorority life communities. To this end, the Vice President for Student Affairs is establishing the IFC Strategic Planning Task Force to develop a comprehensive strategic plan for positive change within the IFC community, as well as the University advising and support model. This plan will include specific recommendations and a timeline for optimal implementation. Specifically, the Task Force will investigate the following areas and incorporate recommendations, based on national best practices, in the following areas into the final plan:

- Risk management, safety and health
- Self-governance and peer accountability
- Relationships between the University and fraternity and sorority organizations and national offices
- Standards of behavior for Clemson students and staff
- Evaluation of current operating structure, F/S Life advisors staffing level and educational/leadership programming
- Methods to assess new programs/initiatives
- Opportunities to improve recruitment
- Potential for new on-campus housing

## **OVERALL RECOMMENDATIONS BY CHARGE POINT**

The following section addresses the key points of the original Task Force charge. The specific Task Force Recommendations and Action Items support these points in greater detail. In addition, several of these points include recommendations from the consultant based upon

### **1. RISK MANAGEMENT, SAFETY, AND HEALTH**

The Task Force focused heavily on these questions, looking specifically at issues with alcohol, hazing, and sexual assault. A key challenge currently has been the lack of understanding of and compliance with existing inter/national fraternity and sorority risk management policies (FIG). A major accomplishment would be to bring the organizations into compliance with their own policies through education and enforcement. Several campuses across the country have made strides through increased training of the general membership using a variety of approaches. Some of the more effective programs include:

- The Alcohol Skills Training Program (ASTP) developed at the University of Washington and adopted by several inter/national organizations including Pi Kappa Phi and Zeta Tau Alpha.  
<http://www.pikapp.org/content.aspx?id=317>
- The Green Dot Program at Vanderbilt University designed to address interpersonal violence through bystander prevention and intervention.  
<http://www.vanderbilt.edu/greendot/>

**CONSULTANT RECOMMENDATION:** The breadth and depth of training for fraternity and sorority members should be increased dramatically and maintained over time in order to reduce incidents involving alcohol, hazing, and sexual assault. The current Healthy Campus and Hazing Task Force initiatives at Clemson should be fully supported and adapted as necessary to specifically target fraternity and sorority members with comprehensive education. The Task Force recommended several specific programming initiatives to meet this objective.

### **2. SELF-GOVERNANCE AND PEER ACCOUNTABILITY**

The Task Forces spent a significant amount of time discussing student self-governance and peer accountability with the general consensus that successful culture change will rely heavily on students and organizations holding themselves and their peers accountable for violations of University and fraternity/sorority policies. Multiple Task Force Recommendations focus on judicial processes at the organizational, council, and institutional level. A key point of contention right now is a distrust in how the current conduct process works or is intended to work. This is impeding the ability to address critical issues because many students, alumni, and inter/national organizations feel the process is unfair and adversarial. Several campuses have worked to develop processes for organizations that are designed to be more collaborative in nature, allow for greater involvement of alumni advisors and/or headquarters staff, and focus on getting chapters

to accept responsibility when they are at fault. These processes also provide opportunities for chapters to participate fully and completely with the process to have direct input on their sanctions. Louisiana State University is most notable in this regard and elements of their process may be adapted to close this gap.

**CONSULTANT RECOMMENDATION:** The immediate focus needs to be on developing new models of accountability and building trust in these systems. The Task Force Recommendations include several specific action items including the development of a new alumni advisory board, developing new mechanisms for chapters and councils to adjudicate violations in partnership with the University, and new and expanded training for students on alcohol, hazing, and sexual assault. These are intended to develop a culture of leadership and accountability that will in turn address these systemic issues at the grass-roots level of the general student member as well as the community level. These recommendations should be adopted and resources allocated to implement these as quickly as possible.

### **3. RELATIONSHIPS BETWEEN THE UNIVERSITY AND FRATERNITY AND SORORITY ORGANIZATIONS; AND NATIONAL OFFICES**

The Task Force identified trust between the fraternities and the University as a primary obstacle to successfully addressing these issues. Conversations between the consultant and several fraternity executive directors revealed both deep concern with how the University has handled the situation and a commitment to being strong partners in moving forward. All involved agree that building a strong partnership among all stakeholders. The Task Force made this a priority with their Partnership Aspirational Goal and several specific action items target creating a more trusting, collaborative relationship.

**CONSULTANT RECOMMENDATION:** Begin communicating more frequently via multiple channels with stakeholders at all levels. Improved sharing of information via websites, newsletters, public forums, and regular interaction between all stakeholders. Building strong partnerships with alumni advisors should be a top priority along with establishing clear and consistent channels of communication to all stakeholders, particularly to the inter/national organizations and fraternity alumni both locally and nationally.

### **4. STANDARDS OF BEHAVIOR FOR CLEMSON STUDENTS AND STAFF**

NOTE: This item is addressed by Task Force Recommendations focused on Partnership

### **5. EVALUATION OF CURRENT OPERATING STRUCTURE, F/S LIFE ADVISORS STAFFING LEVEL AND EDUCATIONAL/LEADERSHIP PROGRAMMING**

The current staffing model for the Office of Fraternity/Sorority Life is inadequate to meet its primary responsibilities and provide effective advising and oversight to the



community. Currently, the Clemson fraternity and sorority community consists of 44 chapters and over 4,600 students, which represents almost 26% of the undergraduate student population. The current staffing model is a unique partnership between University Housing and Campus Life, with significant funding coming from University Housing to support the overall operation of the entire Office of Fraternity/Sorority Life. The current staffing model includes 3 full-time professional staff, 1 part-time professional staff member, and 5 graduate assistants to meet both the advising/oversight responsibilities and manage the on-campus Greek housing operations. A comparison with three peer institutions (University of Maryland, North Carolina State University, and Virginia Polytechnic and State University) with similar communities and on-campus Greek housing show a clear disparity in staffing levels.

	# of Chapters	# of Members	% of Undergraduates	# of Chapters in Housing
Clemson	44	4,600	26	24
Maryland	56	4,000	16	21
NC State	53	2,450	11.5	15
Virginia Tech	53	4,000	19	20

	FTE Professional Staff	FTE Administrative Support Staff	# of Graduate Assistants	# of Student Employees & Interns
Clemson	3.25	0	5	0
Maryland	8.5	0	12	4
NC State	4	1	12	3
Virginia Tech	5	1	1	21

Beyond the overall staffing level, there are three distinct challenges with the current staffing model. First, the Director serves as the primary IFC advisor and does not have the time necessary to focus on strategic leadership issues. Second, the lack of an administrative support staff member means the professional staff spend time on administrative tasks in lieu of student advising, leadership training, and program development. Third, the Fraternity/Sorority Life Office does not have an adequate, dedicated budget to support the level of leadership training and educational programming necessary to support a high-functioning community.

**CONSULTANT RECOMMENDATION:** Add a fourth full-time professional staff member and an full-time administrative assistant to the Fraternity/Sorority Life staff and conduct a full review of current task/assignments focusing on the Fraternity/Sorority

Development Model to determine how to best allocate staff time/assignments across the new staff model. It may be valuable to consider converting two or more graduate assistant positions into a fifth full-time professional staff member. That staff member could be a split housing/advising staff member if needed based upon an evaluation of overall staffing needs. Identify funds to adequately support the necessary student leadership training outlined in the Task Force Recommendations. Increasing the staff will require maintaining a strong partnership between Campus Life and University Housing with additional funding coming from non-Housing sources.

## **6. METHODS TO ASSESS NEW PROGRAMS/INITIATIVES**

The development and implementation of Standards Programs for Fraternity/Sorority communities has grown more common over the past decade and provides both a set of expectations but also a process for recognizing outstanding performance as well as a method for diagnosing problems within a chapter. The University of Maryland pioneered this process in the late 1990's. North Carolina State University is a peer institution that has had great success in leveraging their Standards Program into dramatically improving their community.

The hallmarks of successful programs include:

- The standards are developed and implemented in collaboration with students, staff, alumni, and inter/national organizations. They are reviewed periodically and updated as needed but always with community involvement.
- The standards are intentionally designed to complement similar expectations from inter/national organizations with flexibility in accepting chapter events/programs that meet expectations for both a campus and inter/national program.
- The standards are used as the basis for recognizing chapters for outstanding performance through a comprehensive awards program.
- The standards are NOT used as an annual review to determine a chapter's recognition, an approach which makes the program more adversarial than necessary.
  - It should be noted that Clemson has had several variations of a standards program.

**CONSULTANT RECOMMENDATION:** Clemson should move ahead in a collaborative fashion to fully implement an effective Standards Program. In addition, the proposed Advisory Board should develop a set of targets for reducing risk management violations that can be reviewed annually and used in conjunction with the Standards Program to assess the overall performance of Clemson chapters.

## **7. OPPORTUNITIES TO IMPROVE RECRUITMENT**

The topic of recruitment, both fraternity and sorority, came up in virtually every conversation during this process. Overall, the question of when recruitment should be held is a challenging one for any campus with a major Greek community. There has been no definitive research conducted showing significant academic benefits or reduced incident reporting for deferred recruitment. There have been individual campus reviews conducted, most recently the University of Wisconsin-Madison (Appendix D), that conclude that they should not alter their recruitment schedule. Their primary reasoning was that altering the schedule would have little impact on behavioral issues and simply deny students the benefits of joining fraternities or sororities. Here is a list of pros/cons for both Fall Recruitment and Deferred Recruitment:

### **PROS/CONS FOR FALL RECRUITMENT FOR FRESHMEN**

**PROS:** Provides an opportunity for students to connect with an organization and find a home on campus, thereby assisting with retention

Academic performance of first-year women in sororities is at our above their unaffiliated peers

Chapter activities focusing on community service, academic performance, and leadership training provides distinct opportunities for first-semester students

Students have not formed biased opinions of various organizations based upon other students' opinions

**CONS:** Asks students to make a significant decision during first few weeks of school

Creates a major time commitment for students who have not fully adjusted to college life

Academic performance of freshmen men who join fraternities is lower than unaffiliated freshman men

### **PROS/CONS FOR DEFERRED RECRUITMENT**

**PROS:** Allows students to adjust to college life before making a major decision to join a fraternity or sorority

Provides time for students to develop a peer group without joining an organization

Provides students an opportunity to explore all options including fraternities and sororities before making a decision to join

CONS: Puts a restriction on joining one type of student organization that does not exist for other student organizations on campus

Artificially delays students from the benefits of an established peer group provided by the fraternity or sorority

Creates challenges related to housing selection/commitments for the following year for students who must wait to join

Creates a semester of “underground” recruitment where first-semester students feel pressured to attend events in order to secure a bid in the second semester

Does not address issues of alcohol or hazing and simply moves problems to a different time

#### **SIMILAR INSTITUTIONS THAT HAVE SWITCHED TO DEFERRED RECRUITMENT**

The following institutions have switched to Deferred Recruitment since 1995:

- University of Virginia
- University of Maryland
- Ohio State University
- University of Colorado – Boulder

UC-Boulder reported that the move has not impacted behavior as they had hoped and stated it had a negative impact on membership levels. Staff at Virginia reported they believe the switch has increased competitiveness among chapters over recruitment and removed an opportunity for first-semester students to find a niche on campus. Ohio State University saw an increase in overall membership numbers and academic performance. Maryland did so as part of a comprehensive program that addressed everything from housing to staffing to programming. Staff from both Ohio State and Maryland indicated that they spent considerable time studying this issue in collaboration with all facets of their community and made the decision based on that analysis. They stated that while the move for their campuses overall had positive effects, these should not be considered generalizable across other campuses. We have requested additional information from Ohio State University and the University of Maryland on the reasons for their decisions as well as the challenges and successes they have experienced since switching to deferred recruitment.

Purdue University switched from deferred recruitment back to fall recruitment in 2000 specifically to provide students with the benefits of fraternity and sorority leadership, service, and involvement opportunities

It is critical to note that the IFC task force focused their time and energy exploring ways to address issues specifically impacting the IFC Fraternity community. This effort did not have the scope or appropriate representation to explore the impacts of deferred recruitment on sororities. Any discussion about moving recruitment should be done in conjunction with the NPC, CPC, and be focused on identifying what problems are attempting to be solved by any change.

#### **8. POTENTIAL FOR NEW ON-CAMPUS HOUSING**

The issue of housing has been mentioned at every point in this process. While the Quad, Smith, and Barnett have been well-utilized over their life span, it is clear that the lack of more substantial chapter housing with expanded organizational meeting and social spaces is contributing to several problems facing the community. Overall, chapters lack space to hold meetings and social events on-campus, which hinders the organizations' success. The lack of substantial, individualized chapter housing also creates a sense among fraternity and sorority undergraduates and alumni that their community cannot be as successful as other major institutions in the Southeast. Finally, the lack of a clear plan for new housing including a timeline is preventing the addition of any new Panhellenic Sororities thereby creating more pressure with regards to increasing chapter sizes and concerns about recruitment.

Recommendation: The University should make this issue a priority and establish a clear timetable for identifying a viable plan for new chapter housing on campus. A work group of students, alumni, staff, and inter/national fraternity and sorority members should be established in spring 2015 with a timeline of no later than August 2015 to make a final determination for future Greek housing.

## **TASK FORCE ASPIRATIONAL GOALS**

The Task Force crafted four Aspirational Goals for the Interfraternity Council and its constituent organizations in order to articulate a vision for a thriving, healthy IFC community. The Task Force then created multiple, specific action items designed to move the IFC and its chapters towards achieving these aspirations. These goals are visionary in nature and should be used to communicate the type of collaborative partnership we desire as we move forward with specific initiatives:

- 1. Leadership Through Brotherhood** – Through excellence in scholarship, leadership, service, and social experiences the Interfraternity Council will be the forerunner of positive impact within the greater Clemson community.
- 2. Partnership** – Striving for a cooperative relationship, the Interfraternity Council and the University will engage with students, faculty, staff, alumni, advisors, and inter/national organizations to address critical issues and advance the Clemson fraternity community.
- 3. Shared Responsibility** – The Interfraternity Council and the University will establish clear standards for its chapters and members, educate members of the community on those expectations, and partner to consistently promote and uphold those standards.
- 4. Values-Based Community** – The Interfraternity Council will embody the Clemson University core values of Integrity, Honesty, and Respect through the promotion of wellness, safety, and personal development.

## SUMMARY OF TASK FORCE RECOMMENDED ACTION ITEMS

Start Date	Action Item	Status	Completion Date
Spring 2015	Develop and implement annual risk management training for IFC officers, chapter officers (e.g., Risk Management/Social Chairmen and Presidents), and chapter advisors.	Completed	Spring 2015
Summer 2015	Establish a Greek Advisory Board consisting of students, staff, faculty, and alumni to assist Fraternity/Sorority Life and Student Affairs with building and maintaining a strong partnership.	In progress	Fall 2015
Summer 2015	Review University Code of Conduct, fraternity/sorority life policies, IFC governing documents and policies, and inter/national organization policies to ensure alignment of policy expectations. Propose recommendations/revisions to the Code and/or revise other policies as necessary.	In progress	Fall 2015
Summer 2015	Revise individual incident reporting protocol to send a weekly summary report to the IFC president and the IFC Honor Court Chair, Notify inter/national if chapter is charged to IFC Honor Court for not holding individuals accountable.	In progress	Fall 2015
Summer 2015	Develop IFC Honor Court training to include jurisdiction, process requirements, development of educational sanctions, and sanction monitoring/compliance.	In progress	Fall 2015
Summer 2015	Review the investigation and response process, including the stakeholders and participants in those processes.	In progress	Fall 2015
Summer 2015	Fill 75% of all vacant chapter advisor positions.	In progress	Fall 2015
Summer 2015	Develop and execute annual New Member Education Training for IFC officers, chapter officers (e.g. New Member Educators and Presidents), and chapter advisors.	In progress	Fall 2015
Summer 2015	Develop educational components for chapter officers and advisors to educate general chapter members and new members on IFC and University policy expectations (e.g. risk management, new member education); train chapter officers on how to deliver this content.	In progress	Fall 2015
Summer 2015	Expand IFC Young Leaders Program.	In progress	Fall 2015
Summer 2015	Educate IFC member fraternities on providing positive social experiences.	In progress	Fall 2015
Summer 2015	Establish an intensive training for New Member Educators.	In progress	Fall 2015

Summer 2015	Increase number of upperclassmen (Juniors and Seniors) in chapter leadership positions to 50%.	In progress	Spring 2016
Summer 2015	Establish a credit-based Greek Leadership Certification through the Leadership Certificate Program.	In progress	Fall 2016
Fall 2015	Establish an Incident Response Protocol involving Student Affairs, Fraternity/Sorority Life, student leaders, alumni, and inter/national organizations to be utilized in the event of a critical incident involving fraternity or sorority members/organizations.		Fall 2015
Fall 2015	Each IFC chapter will develop individual membership expectations, submit them to IFC, and document how the members of the chapter are educated on the standards; expectations must include a requirement that members follow university, inter/national, and IFC policies, bylaws, etc.		Fall 2015
Fall 2015	Develop an enhanced level of engagement and understanding among all stakeholders.		Fall 2015
Fall 2015	Assess effectiveness of action items implemented by reviewing trend data (e.g., membership retention, GPA, number of incident reports, number of violations) and survey membership.		Fall 2016
Fall 2015	Develop and implement a comprehensive leadership development program for all IFC undergraduate members.		Fall 2016
Fall 2015	Implement community-wide bystander behavior training for all fraternity/sorority members.		Fall 2016
Fall 2015	Develop reporting requirements for chapters to document how individual members are held accountable to community standards and sanctions are enforced.		Spring 2016
Fall 2015	Develop training module for chapter conduct boards including best practices for developing educational sanctions.		Spring 2016
Fall 2015	Promote a culture of safe alcohol consumption.		Spring 2016
Fall 2015	Establish a safe ride program in cooperation with IFC, CPC, CUSG, and Parking and Transportation.		Spring 2016
Fall 2015	Develop and implement a comprehensive New Member Academic Support Plan.		Spring 2016
Fall 2015	Address wellness in membership development programs using the Wellness Wheel.		Spring 2016
Fall 2015	Establish a process to manage stakeholder relationships.		Spring 2016
Fall 2015	Establish Work Group to explore options for a partnership/shared agreement process that involves OCES, FSL, and the chapter when chapter-level conduct violations are alleged.		Spring 2016



Fall 2015	Provide collaborative service opportunities for IFC chapters and members.		Spring 2016
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**TASK FORCE ACTION ITEMS BY ASPIRATIONAL GOAL**

<b>Aspirational Goal</b>	<b>Leadership Through Brotherhood</b>				
<b>Action Item</b>	Develop and implement a comprehensive New Member Academic Support Plan				
<b>Intended Outcome</b>	Increase New Member GPA to meet or exceed unaffiliated first-time male freshman cohort GPA				
<b>Responsible Entity</b>	IFC, FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Academic Success Center, Faculty in Residence, Order of Omega				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Expand existing Order of Omega proctored study hall Engage University resources (Academic Success Center) in planning				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Spring 2016		

<b>Aspirational Goal</b>	<b>Leadership Through Brotherhood</b>				
<b>Action Item</b>	Develop and implement comprehensive leadership development program for all IFC undergraduate members				
<b>Intended Outcome</b>	To have a fraternity community be seen as leaders on campus as a whole; Educate members on leadership skills applicable during and after undergraduate experience; Provide leadership programs that enhances leadership growth throughout the fraternity experience				
<b>Responsible Entity</b>	IFC, FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Student Affairs, other University offices				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	No
<b>Quick Wins</b>	Expand IFC Young Leaders to 50% of all fraternity new members				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Fall 2016		

<b>Aspirational Goal</b>	<b>Leadership Through Brotherhood</b>				
<b>Action Item</b>	Provide collaborative service opportunities for IFC chapters and members				
<b>Intended Outcome</b>	Expose Fraternity members to service-learning opportunities; Establish partnerships with other campus and community organizations; Create positive social experiences, community involvement, and relationships through service				
<b>Responsible Entity</b>	IFC, Chapter Service Chairs				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/National Organizations, Alumni, Greek Programming Board, Office of Civic Engagement, Campus Partners				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Partner with existing Greek Programming Board activities				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Spring 2016		

<b>Aspirational Goal</b>	<b>Leadership Through Brotherhood</b>				
<b>Action Item</b>	Educate IFC member fraternities on providing positive social experiences				
<b>Intended Outcome</b>	Educate members on social aspects of events that do not include alcohol; Ensure social events are sensitive to cultural differences; Assist fraternities in providing social events that include alcohol in a safe manner in alignment with FIPG/National Organization guidelines				
<b>Responsible Entity</b>	IFC, FSL, Healthy Campus, OCES				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/national Organizations, Alumni, Healthy Campus, OCES, Chief Diversity Officer				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Develop standards for hosting parties in partnership between IFC and the University				
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Establish an Incident Response Protocol involving Student Affairs, Fraternity/Sorority Life, student leaders, alumni, and inter/national organizations to be utilized in the event of a critical incident involving fraternity or sorority members/organizations				
<b>Intended Outcome</b>	Trust; Defined partnership approach; enhanced decision-making; Greater buy-in from stakeholders; Prepared and proactive approach				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/national organizations, Alumni				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Documented approach for establishing partnership, communicate with stakeholders, Conduct initial meeting of stakeholders				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Establish a Greek Advisory Board consisting of students, staff, faculty, and alumni to assist Fraternity/Sorority Life and Student Affairs with building and maintaining a strong partnership				
<b>Intended Outcome</b>	Trust; Defined partnership approach; enhanced decision-making; Greater buy-in from stakeholders; Prepared and proactive approach				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/national organizations, Alumni				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Documented approach for establishing partnership, communicate with stakeholders, Conduct initial meeting of stakeholders				
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Establish a process to manage stakeholder relationships				
<b>Intended Outcome</b>	Ensure that stakeholders (names/participants) stay current; Improve communication, engagement and collaboration				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/national Organizations, Alumni, Advisors				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	No
<b>Quick Wins</b>					
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Fill 75% of all vacant chapter advisor positions				
<b>Intended Outcome</b>	Improve alumni engagement; Improve oversight of chapter activities				
<b>Responsible Entity</b>	International Organizations				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/National Organizations, Alumni				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Identify all chapter advisor vacancies				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Increase number of upperclassmen (juniors and seniors) in chapter leadership positions				
<b>Intended Outcome</b>	Target most critical positions (President, new member educator, risk management)				
<b>Responsible Entity</b>	Individual chapters				
<b>Stakeholders</b>	IFC, Advisors				
<b>Impact</b>	Medium	<b>Effort</b>	High	<b>Capacity</b>	Yes
<b>Quick Wins</b>	50% of positions filled by upper classmen				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Partnership</b>				
<b>Action Item</b>	Develop an enhanced level of engagement and understanding among all stakeholders				
<b>Intended Outcome</b>	Better relationship between IFC, University administration, and faculty				
<b>Responsible Entity</b>	Student Affairs				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/national organizations, Advisors				
<b>Impact</b>	Medium	<b>Effort</b>	High	<b>Capacity</b>	
<b>Quick Wins</b>	Spring event with Faculty Senate, Chapter Presidents, and advisors Open letter from IFC to faculty and other Clemson community to collaboration				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Review University Code of Conduct, fraternity/sorority life policies, IFC governing documents and policies, and inter/national organization policies to ensure alignment of policy expectations; Propose recommendations/revisions to the Code and/or revise other policies as necessary				
<b>Intended Outcome</b>	Establish clear standards and expectations for chapters, define jurisdiction				
<b>Responsible Entity</b>	OCES and FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Student Affairs, Chapter advisors, Chapter Officers				
<b>Impact</b>	Medium	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	New IFC BYOB procedures, Revise FSL and IFC social/risk management, tailgate, and new member education documents to restate basic expectations consistently				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop reporting requirements for chapters to document how individual members are held accountable to community standards and sanctions are enforced				
<b>Intended Outcome</b>	Individual and chapter accountability at member level				
<b>Responsible Entity</b>	IFC				
<b>Stakeholders</b>	IFC, FSL Staff				
<b>Impact</b>	High	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Academic performance increases, decrease in housing incidents				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Each IFC chapter will develop individual membership expectations, submit them to IFC, and document how the members of the chapter are educated on the standards; expectations must include a requirement that members follow University, inter/national, and IFC policies, bylaws, etc.				
<b>Intended Outcome</b>	Establishment of minimum member expectations; education on requirements of membership				
<b>Responsible Entity</b>	IFC				
<b>Stakeholders</b>	IFC, FSL Staff, Chapter Advisors, Chapter Officers				
<b>Impact</b>	High	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Submission of minimum expectations to IFC from each chapter				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop training module for chapter conduct boards including best practices for developing educational sanctions				
<b>Intended Outcome</b>	Equip chapter conduct boards with the skills to hold members individually accountable				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC FSL Staff, Student Affairs, OCES, Chapter Advisors				
<b>Impact</b>	High	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Host training in Spring 2015				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Revise individual incident reporting protocol to send a weekly summary report to the IFC president and the IFC Honor Court Chair, Notify inter/national if chapter is charged to IFC Honor Court for not holding individuals accountable				
<b>Intended Outcome</b>	Allow IFC Honor Court to follow up when chapters do not hold individual member accountable				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Inter/national Organizations, OCES				
<b>Impact</b>	Medium	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Copy IFC President and IFC Honor Court at start of Spring 2015 semester				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop IFC Honor Court training to include jurisdiction, process requirements, development of educational sanctions, and sanction monitoring/compliance				
<b>Intended Outcome</b>	Utilization of IFC Honor Court				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Inter/National Organizations, OCES				
<b>Impact</b>	High	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Hold training for IFC Honor Court at start of spring 2015 semester				
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Establish Work Group to explore options for a partnership/shared agreement process that involves OCES, FSL, and the chapter when chapter-level conduct violations are alleged				
<b>Intended Outcome</b>	Increase chapter willingness to accept responsibility for violations and develop appropriate action plans to prevent future violations				
<b>Responsible Entity</b>	OCES and FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Inter/National Organizations, OCES				
<b>Impact</b>	Medium	<b>Effort</b>	High	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Establish Work Group				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Spring 2016		

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Review the investigation and response process, including the stakeholders and participants in those processes				
<b>Intended Outcome</b>	Train IFC officers to investigate IFC policy-related allegations; clarify the role of FSL staff in OCES investigation process related to fraternities				
<b>Responsible Entity</b>	OCES and FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Inter/National Organizations, OCES				
<b>Impact</b>	Medium	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>					
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop and implement annual risk-management training for IFC officers, chapter officers (e.g., Risk Management/Social Chairmen and Presidents), and chapter advisors				
<b>Intended Outcome</b>	Ability to successfully implement risk management policies to host safe and successful social events				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, OCES				
<b>Impact</b>	Medium	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Spring 2015 Training to review new BYOB procedures				
<b>Timeline Begin</b>	Spring 2015	<b>Complete</b>	COMPLETED JANUARY 2015		

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop and execute annual New Member Education Training for IFC officers, chapter officers (e.g., New Member Educators and Presidents), and chapter advisors				
<b>Intended Outcome</b>	Ability to successfully plan and execute a new member process in alignment with the University and IFC expectations				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Chapter Officers, Chapter Advisors				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>					
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		

<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Develop educational components for chapter officers and advisors to educate general chapter members and new members on IFC and University policy expectations (e.g., risk-management, new member education); train chapter officers on how to deliver this content				
<b>Intended Outcome</b>	Chapter members able to articulate minimum expectations related to risk management; increased chapter buy-in				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Chapter Officers, Chapter Advisors				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Training developed during Spring 2015				
<b>Timeline Begin</b>	Summer 2015	<b>Complete</b>	Fall 2015		



<b>Aspirational Goal</b>	<b>Shared Responsibility</b>				
<b>Action Item</b>	Assess effectiveness of action items implemented by reviewing trend data (e.g., membership retention, GPA, number of incident reports, number of violations) and survey membership				
<b>Intended Outcome</b>	Determine if accountability increased/incidents decline				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, FSL Staff, Chapter Officers, Chapter Advisors				
<b>Impact</b>	Low	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Develop criteria/methods for assessment				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Fall 2016	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Establish a credit-based Greek Leadership Certification through the Leadership Certificate Program				
<b>Intended Outcome</b>	Train emerging leaders who are future chapter and council officers				
<b>Responsible Entity</b>	FSL Staff				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Leadership Certificate Program				
<b>Impact</b>	Medium	<b>Effort</b>	Medium	<b>Capacity</b>	No
<b>Quick Wins</b>					
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2016	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Establish an intensive training for New Member Educators				
<b>Intended Outcome</b>	Ensure compliance with local and inter/national guidelines and curricula; Teach skills of curriculum design, establishing learning outcomes, creating constructive bonding opportunities				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Inter/National Organizations				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	Yes
<b>Quick Wins</b>	Develop roundtables for each council				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Expand IFC Young Leaders Program				
<b>Intended Outcome</b>	Increase number of new members participating in the program; Conduct program each semester				
<b>Responsible Entity</b>	IFC				
<b>Stakeholders</b>	IFC, FSL Staff				
<b>Impact</b>	Medium	<b>Effort</b>	Low	<b>Capacity</b>	Yes
<b>Quick Wins</b>	IFC partners with FSL Staff to establish consistent curriculum for the program				
<b>Timeline Begin</b>	Summer 2015		<b>Complete</b>	Fall 2015	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Promote a culture of safe alcohol consumption				
<b>Intended Outcome</b>	Address pre-gaming culture; Increase peer accountability (re-start GAMMA within Greek Programming Board); Partner with CU Water Drop/Incorporate with social event registration				
<b>Responsible Entity</b>	IFC, CPC, NPHC, FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/National Organizations, Healthy Campus, Alumni				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	No
<b>Quick Wins</b>	Consensus to restart GAMMA Establish partnership with Healthy Campus Develop relationship with CU Water Drop Reduce alcohol-transports				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Address wellness in membership development programs using the Wellness Wheel				
<b>Intended Outcome</b>	Chapters will enhance members' educational experience using the wellness wheel				
<b>Responsible Entity</b>	IFC, CPC, NPHC, FSL Staff				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL, Inter/National Organizations, Alumni				
<b>Impact</b>	High	<b>Effort</b>	Medium	<b>Capacity</b>	No
<b>Quick Wins</b>	Councils establish relationship with Campus Recreation				
<b>Timeline Begin</b>	Fall 2015		<b>Complete</b>	Spring 2016	

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Implement community-wide bystander behavior training for all fraternity/sorority members				
<b>Intended Outcome</b>	All new members participate in training during their first semester of membership; Annual refresher courses for initiated members				
<b>Responsible Entity</b>	FSL				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/National organizations, Alumni				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	No
<b>Quick Wins</b>	25% of community trained in bystander behavior by Spring 2017				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Spring 2016		

<b>Aspirational Goal</b>	<b>Values-Based Community</b>				
<b>Action Item</b>	Establish a safe ride program in cooperation with IFC, CPC, CUSG, and Parking and Transportation				
<b>Intended Outcome</b>	Provide safe transportation options for students; Shift responsibility from chapters to a more appropriate entity				
<b>Responsible Entity</b>	IFC, CPC, CUSG, Parking and Transportation				
<b>Stakeholders</b>	IFC, CPC, NPHC, FSL Staff, Student Affairs, Inter/National Organizations				
<b>Impact</b>	High	<b>Effort</b>	High	<b>Capacity</b>	No
<b>Quick Wins</b>	Bring necessary stakeholders together to discuss potential options				
<b>Timeline Begin</b>	Fall 2015	<b>Complete</b>	Spring 2016		