



FRATERNITY & SORORITY COALITION
ASSESSMENT PROJECT

Acknowledgement and Thanks

On behalf of the Coalition, we would like to thank the men and women of Indiana State University for being active participants in the recent visit of the Coalition Assessment team. The detailed planning and preparation by the Greek Assessment Task Force, and the engagement of undergraduates, provided an efficient and productive visit. The faculty, staff, trustees, and volunteers' candid dialogue assured that valuable and diverse perspectives of the fraternity/sorority community at ISU were expressed.

We appreciated the opportunity to meet with University President Dr. Daniel J. Bradley; Vice President for Student Affairs and Dean of Students Dr. Carmen Tillery; Ed Pease, representative from the ISU Board of Trustees; along with many engaged faculty and staff members. We would like to thank everyone for their time and constructive conversation during our visit. It is clear the institution has made a strong commitment to student life and to the fraternity/sorority community through its investment in the Coalition Assessment.

We especially would like to thank Teresa Exline for being the campus contact and coordinating our visit. We are prepared, with this report and our follow up, to equip the ISU administration, Dr. Jay Gatrell, and the rest of the ISU Greek Assessment Task Force with the tools and insights to continue to advance the ISU fraternity/sorority community. This will be an exciting venture for the entire University community as it invests in providing the collegiate experience with additional tangible and measurable advancements for student success.

The students, faculty and alumni advisors were another central part of our visit. We want to thank the councils, student leaders and advisors for taking time to participate in the process.

The Coalition, made up of the five industry leaders, including the Association of Fraternity/Sorority Advisors, the National Association of Latino Fraternal Organizations, the National Panhellenic Conference, the National Pan-Hellenic Council, and the North-American Interfraternity Conference, together have identified five core areas to address in an attempt to create a vibrant and robust fraternity/sorority community. Those are:

1. Development of Positive Interpersonal Relationships, both among individual chapter members and the fraternity/sorority community.
2. Leadership Development opportunities that Build and Strengthen Social IQ.
3. Living/Learning Environments that foster and promote Citizenship and Service Learning.
4. Measurable evidence that the fraternity/sorority community Advances Academic Interest/Graduation of Membership ("advancing student success").
5. Effective Campus Interface with, and Support of, the Fraternity/Sorority Community.

The following is a comprehensive overview of what the Coalition Assessment team learned during its visit and through the pre-visit material provided by the University. The report is divided into four sections: Basic Summaries, Areas of Strength, Areas for Improvement, and Recommendations. All areas utilize the five core outcomes of assessment.

Please let us know how we can help ISU's Greek Assessment Task Force apply these findings and recommendations in mapping Indiana State's plans and future.

Thank you again for your gracious hospitality and commitment to the students.

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Section 1: Basic Summaries

This summary of information represents the perspective of the Coalition Assessment team. It is based upon pre-assessment information and data provided by the University, 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 University. 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 University to assess the health of the fraternity/sorority community during a specific point in time. This is information the University already knows and uses, and it is provided here to confirm the Assessment team and the University are operating with the same set of facts, ones used later in this report as the basis for ISU strengths, limitations and recommendations.

1. President Bradley and the upper-level administration are viewed as extremely supportive of fraternity/sorority community.
2. There is a renewed sense of commitment by the Alumni Association to fraternity/sorority alumni.
3. The Interfraternity Council and Panhellenic Association work well together and have a recognized tradition, especially in philanthropy.
4. Fraternity/sorority members are active participants in on-campus events.
5. The Office of Fraternity/Sorority Life staff has begun developing programs and activities that are creating positive change; however these still are in the beginning stages of implementation.
6. Fraternity/Sorority leaders play a significant role in campus leadership, but it was reported that the general campus sentiment is to marginalize their involvement.
7. Residence Life was recently moved from Student Affairs to Academic Affairs, reflecting an institutional commitment to integrating the student living experience with academic advancement.
8. It was reported that there is a lack of communication among all constituents and partners of the fraternity/sorority community.
9. University housing plans, and the speculations around those, create a wide variety of opinions with no one clear direction that seem to meet the needs of all populations.
10. The Lincoln Quad residential facilities are dated and limited in size/space to allow for expansion.
11. There was common reference to “the glory days” of the fraternity/sorority community when the campus was characterized by the “Greek Row” on 6th Street, south of campus.

12. The loss of the Greek Row was reported to correspond with a loss of the fraternity and sorority community's overall identity, size and strength.

a. There are 29 fraternities and sororities in three councils:

Pan-Hellenic Council (NPHC)

Interfraternity Council (IFC)

Pan-Hellenic Association (PA)

ISU also hosts the honor society, Order of Omega

IFC Fraternities

Alpha Tau Omega

Kappa Alpha Order

Pi Kappa Alpha

Pi Kappa Phi

Phi Delta Theta

Phi Kappa Psi

Sigma Alpha Epsilon

Sigma Chi

Sigma Phi Epsilon

Sigma Tau Gamma

Tau Kappa Epsilon

Theta Chi

NPHC Fraternities

Alpha Phi Alpha

Kappa Alpha Psi

Phi Beta Sigma

NPHC Sororities

Alpha Kappa Alpha

Sigma Gamma Rho

Panhellenic Sororities

Alpha Chi Omega

Alpha Omicron Pi

Alpha Phi

Alpha Sigma Alpha

Chi Omega

Delta Gamma

Gamma Phi Beta

Sigma Kappa

Zeta Tau Alpha

13. The University owns no stand-alone fraternity or sorority housing.

14. Sorority chapters live on campus.
 - a. Lincoln Quad houses several suites in a “stairwell.” This design has a center courtyard. It offers a first-floor, shared meeting room with a kitchenette. Sororities are in the upstairs suites. Alumni invest in the “main suite.”
 - b. One sorority built a house north of campus near two fraternity houses (see below).
15. Non-affiliated students also live in “stairwells.”
16. NPHC sororities are not in Lincoln Quad. They have office/meeting space in a residence hall.
17. Fraternities have houses south of campus, in what were former private residences in an historic neighborhood. These chapter houses share the neighborhood with private residences, as well as with chapter houses of fraternities associated with Rose Hulman Institute of Technology.
 - a. Pi Kappa Alpha and Alpha Tau Omega built chapter houses north of campus.
18. There is a significant imbalance in the resources and ability of the fraternities and sororities to adequately capitalize on, and then support, the individual chapters and the wanted renovations of their facilities.
19. Since the end of the Vietnam War, ISU’s enrollment has fluctuated between 10,457 and 12,362. Enrollment steadily declined from 2002 through 2008 when it dropped to 10,457. Following a modest increase in 2009, enrollment grew substantially this fall with a 33 percent increase in first-time freshmen and nine percent overall growth.
 - Fall 2010 Student Body: 11,494 (total)
 - Undergraduate: 9,373 / Graduate: 2,121
 - Full-time: 9,044 / Part-time: 2,450
 - Men: 5,380 / Women: 6114

 - 77.3% from Indiana
 - 18% from out-of-state
 - 4.7% from outside the U.S.

 - 70% Caucasian
 - 19.7% U.S. minority (14.7% of student body is African-American)
20. The number of fraternity and sorority chapters, and the average chapter membership, has declined more than University enrollment in the same period.
21. It was reported that the African-American community at ISU has grown over the past several years, but the NPHC community has not capitalized on this increased enrollment.

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 University stakeholders in two different settings – reported here. While the University and the fraternity/sorority community certainly possess strengths not included, this section represents those, both perceived and real, that were reported multiple times by University stakeholders. As such, they serve as the basis for themes addressed in Section 4, the recommendations, of this report.

Developing Positive Interpersonal Relationships

1. It was reported that fraternities/sororities have done a better job of incorporating non-affiliated students into programs that have traditionally been “Greek only.”
2. Fraternities and sororities have recently become more welcoming of non-affiliated students, but it was reported that this could be because President Bradley is requiring greater integration.
3. The IFC has struggled with organizational issues, but it was reported that “they are getting better and improving.”
4. The three councils successfully intermingle for large philanthropic activities, including Homecoming and spring programs.
5. The percentage of chapters with an active chapter advisor is high, and the house corporation officers interviewed report being very hands-on in their advising.
6. Many campus programs rely on the fraternity/sorority community for financial support and sponsorship. (SGA and ZTA Think Pink, Diversity Week, etc.).
7. It was reported among all populations the assessment team met with, including non-affiliated students, that most students desire and search for campus organizations that provide opportunities for the development of interpersonal relationships.
8. Sorority chapter presidents reported feeling they could contact another sorority president if needed – that there is some degree of interaction, and a support network, among each other.

Leadership Development

1. It was repeatedly reported that fraternity/sorority members are involved in campus leadership roles outside of fraternity/sorority life.
2. Faculty and staff, particularly those affiliated with a fraternity/sorority, reported that chapter members are leaders of campus organizations.

3. A large percentage of the Student Government Cabinet members also are members of a fraternity/sorority (8 of 12).
4. The University offers a leadership class to fraternity/sorority leaders.
5. There is funding in the form of University scholarships for the chapters to send representatives to the regional fraternity/sorority conferences, conventions and other leadership programs.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. There are many opportunities/programs and strong involvement in community and campus-wide philanthropic events such as Trike and Tandem.
2. It was reported that the fraternity/sorority community will rally support for campus activities, when asked.
3. One sorority has provided funding for a sexual assault seminar each year.
4. Most of the NPHC and MGC organizations are involved in community service activities with members completing numerous volunteer hours each semester.
5. The "Because I Care" program allows fraternity/sorority members to provide intervention skills to other students and peers.

Advance Academic Interest/Graduation of Membership

1. It was reported that the all-fraternity and all-sorority GPA's are higher than their non-affiliated peer GPA's.
2. Chapters offer academic scholarships and incentives to their members.
3. The University offers educational programming on time management, study skills, resume writing, and other employment-related topics.
4. The hiring of an Associate Vice President for Student Success demonstrates University commitment to academic achievement and graduation. There are many opportunities for the Greek councils and the fraternity/sorority chapters to partner with this office.

Effective Campus Interface to and Support of Fraternity/Sorority Community

1. The University administration has a positive attitude toward the fraternity/sorority community and recognizes the positive contributions it has made to campus life.
2. Students, faculty and staff have a positive feeling about the President and the Coalition Assessment, and everyone expressed a desire for solid advancement of the community to occur following this report.

3. The Behavior Management Team (residence life, public safety, student judicial programs, student activities and organizations) convenes on Monday mornings to address weekend incidents quickly.
4. It was reported that students believe the University judicial process has credibility within the fraternity/sorority community.
5. Both the Development staff and the Alumni Association are engaged in efforts to revitalize the fraternity/sorority community. It was stated that currently 12,716 individuals have identified as being a part of the fraternity/sorority alumni base.
6. Research is tracking to what extent fraternity/sorority alumni are supporting the current ISU development campaign.
7. Adoption of a new University Master Plan provides opportunities to re-purpose land use plans north of campus.
8. Many affiliated faculty/staff reported having had a positive undergraduate fraternity/sorority experience and noted that they could be engaged with the right opportunity.

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 University 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.

Development of Positive Interpersonal Relationships

1. From the on-campus interviews, via both direct and indirect reporting, it appeared fraternities and sororities have lost focus on their organization's and chapter's core values. This stems from 1.) a lack of understanding of the purpose, mission and benefits of fraternity/sorority life at ISU and 2.) a lack of understanding regarding their inter/national organization's values and principles.
2. It was reported that the fraternity/sorority community is viewed as placing too great of an emphasis on, if not sole concentration on, social (a.k.a. "party") aspects of campus life.
3. There appeared to be many divisions and subdivisions within the greater fraternity/sorority community (i.e. IFC/Panhellenic chapters, chapters with off-campus chapter houses, larger IFC chapters, NPHC chapters, chapters with stairwells, etc.). These different "classes" were referred to often as "haves" and "have nots."
4. There is a rich sense of campus history and heritage in campus displays and prominently displayed photographs, but there is little recognizable imagery other than fond vignettes of the past prominence of the fraternity/sorority community in its "glory days."
5. It was reported that IFC fraternities do not participate in activities with other fraternities unless they are coerced. Homecoming is a primary example.
6. Because the NPHC suites were relocated to a different part of campus not believed to be centrally located, members reported feeling disenfranchised.
7. Chapter presidents expressed a disconnect with their inter/national organization, even with many located nearby in Indianapolis.
8. Some chapter leaders reported a lack of rapport between themselves and the student activities staff.
9. An overall lack of school pride and identity at ISU was reported, which has a direct correlation to the pride and identity of the fraternity/sorority community.

10. The number of in-public fights between fraternity members was reported numerous times. One or more fights reportedly traveled from one location to another and grew to a point where neighbors were in fear.
11. It was reported that there is no support network and little interaction among the male fraternity and the female sorority chapter presidents.
12. Many groups reported “chapters are only physically together when they are competing.” As with the chapter leaders mentioned above, there also is no support network or interaction among the fraternity and the sorority chapter members – no broad sense of community.

Leadership Development

1. Non-Greek faculty and administrators reported being unable to identify student leaders as fraternity/sorority members, leading to the perception that fraternity/sorority members are not campus leaders.
2. It was consistently reported that the IFC suffers from a lack of credibility in terms of its leadership of IFC fraternities, its operation and its working relationship with the other Greek councils and campus organizations.
3. The fraternity/sorority community does not have clearly defined leadership programs and initiatives for itself.
4. Chapter leaders reported they were not attending conferences or participating in the leadership programs of their inter/national organizations.
5. While the University does provide a leadership course for fraternity/sorority officers, there is a lack of formalized training for chapter officers, advisors and house corporations with regard to expectations, policies and procedures.
6. Neither the University, nor the fraternity/sorority community itself, has any structure or expectation for fraternity/sorority community self-governance. This emanates out to alumni boards and chapter advisors in relation to a perceived lack of accountability of individual chapters to the institution.
7. It was reported that IFC, PA (NPC) and NPHC council policies are obscure and largely unknown, along with the belief that the councils are unable to be fair and impartial and therefore unable self-govern. The perception reported by many is that much is overlooked with IFC fraternities and Panhellenic sororities, while NPHC chapters frequently are reported to Student Judicial Programs with any issue.
8. Judicial matters are perceived as being the University’s responsibility with no real sense of self-governance, or desire for that, among the undergraduates.

9. Sororities do not have clear judicial policies and procedures, other than those related to recruitment.
10. It was reported that neither the IFC fraternities, nor the council, have judicial policies or procedures.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. It was reported that many chapters fail to foster or promote the espoused values and objectives of fraternity/sorority life at ISU. There appears to be further evidence of this in the success of certain chapters that have some congruence in their organizational operations.
2. A reported lack of understanding of basic of risk management practices results in violations of FIPG guidelines, inter/national policies and Indiana state law.
3. It was reported that chapter leaders lack any understanding of the seriousness of the risk management issues they and the chapters face on an almost daily basis concerning alcohol and substance abuse by members.
4. It was reported that chapters regularly charge money at the door of functions at which alcohol is served, and the perception was reported that once someone pays, regardless of their age, they have access to beer.
5. It was reported that while some IFC chapters keep alcohol out of their chapter houses, they host social functions at apartments and other “unofficial” houses. NPHC fraternities reportedly do the same.
6. It was reported that chapters with off-campus houses, ones classified as “unofficial,” do not follow University, FIPG or their inter/national policies for social functions.
7. An accepted culture of hazing was reported with both the IFC and NPHC fraternities.
8. It was reported that some NPHC chapters have a history of hazing that reportedly includes physical abuse.
9. Panhellenic women reported knowledge of hazing within some of the IFC chapters, along with their unwillingness to report these incidents.

Advance Academic Interest/Graduation of Membership

1. While the all-fraternity and all-sorority GPAs are slightly, and some semesters very slightly, higher than the all-men’s and all-women’s GPAs, fraternity/sorority members are not held accountable when their grade point averages fall below their chapter’s or inter/national organization’s acceptable minimum.

2. It was reported that fraternity/sorority achievements are not celebrated by the University; however attention is focused on the community when there is trouble. The University hosts an awards banquet to recognize athletes for various achievements and places a high emphasis on the student athletes' academic success. The Greek Awards program for fraternity/sorority recognition reportedly is not considered as significant of an event and does not have a strong emphasis on academic accomplishments within the fraternity/sorority system.
3. Fraternity/sorority leaders reported not feeling any incentive to excel or strive for success within the fraternity/sorority community.
4. Some Panhellenic chapters report the belief that advisor support and involvement diminishes after recruitment.
5. It was reported that NPHC advisors feel disconnected from the IFC and PA (NPC) fraternity/sorority advisors and the greater community as a whole.

Effective Campus Interface with, and support of, the Fraternity and Sorority Community

1. Students do not seem to be aware of the positive changes within Residence Life, Student Affairs, Academic Affairs, and Student Success, and this reportedly creates a lack of utilization of resources. Communication is lacking at many levels, and cross-departmental collaboration is minimal.
2. Student involvement in fraternity or sorority organizations is not maintained in the Student Information System (BANNER). This prevents the Office of Institutional Research from being able to isolate retention and graduation rates for fraternity/sorority members so that the impact of such involvement on these important measurements of student success can be determined.
3. It was reported that NPHC undergraduates are frustrated with a perceived lack of support from the Office of Fraternity/Sorority Life staff.
4. Several changes in the Office of Fraternity/Sorority Life were reported to have affected the perception of the amount of professional staff support for some councils and chapters compared to support by graduate students. An inconsistency in the advising of the three councils also was reported.
5. It was reported that the Office of Fraternity/Sorority Life is not perceived as a strong advocate for the fraternity/sorority community, or as a partner between the University and the chapters and advisors.
6. The Office of Fraternity/Sorority Life was reported to place a greater emphasis and focus on "controlling student behavior" than educationally influencing student behavior to uphold higher expectations and values for themselves and the members of their respective organizations.

7. The services and programs of the University Police are not fully understood nor utilized by the fraternity/sorority community.
8. It was reported that meetings at all levels are perceived as “report sessions from the administration” rather than opportunities to provide input or governance.
9. It was reported that judicial sanctions are not always handled on a consistent basis for similar infractions and often seem to be repetitive for the same or similar incidents by the same chapter. Fraternity/sorority judicial matters are not handled by a fraternity/sorority judicial board.
10. Chapter advisors report a need for more support, training and communication by/from the University for themselves and other alumni volunteers.
11. Chapter advisors also report a need for more detailed communication from the Office of Fraternity/Sorority Life and their inter/national organization regarding basic performance and/or advising expectations.
11. Chapter leaders reportedly do not understand the role of their chapter advisor, and they do not utilize their advisor(s) effectively.
12. The stairwells living arrangements poses inherent structural barriers to develop or foster interpersonal and social interactions within chapters and among members.
13. It was reported that the departure of fraternities/sororities from “Greek Row” was due to changes in local zoning regulations, increases in property taxes and a University Master Plan that lacked a commitment to fraternity/sorority housing.
14. There is a lack of meaningful recognition by the University and the fraternity/sorority community itself for measurable improvement and performance of organizations related to the metrics of advancing student success (scholarship, retention, leadership, service learning, community engagement, etc.).

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

Following are recommendations for enhancing the fraternity/sorority community at Indiana State University. These recommendations will provide a starting place for the Greek Assessment Task Force 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 Greek Assessment Task Force to consider, in conjunction with key University administrators. Students, chapters and councils, as a whole, should actively seek these leadership roles as well. The recommendations below are in no order of priority; however, the University is encouraged to prioritize the recommendations, and to put them on a timeline for accomplishment, as part of its planning process.

Development of Positive Interpersonal Relationships

1. The Greek Assessment Task Force should consider engaging all ISU stakeholders in creating comprehensive one-, three- and five-year strategic plans for the revival of fraternity/sorority life. Involving University stakeholders in prioritizing the recommendations in this report, and putting them on a timeline/action plan would be a logical launch point for the effort.
 - a. Utilizing this report, and through collaborative exercises, the Office of Fraternity/Sorority Life staff should consider encouraging fraternity/sorority chapter and council leaders to work together quickly to develop recommendations to the Greek Assessment Task Force, ones outlining their ideas and priorities for the direction of the community.
2. The Office of Fraternity/Sorority Life staff should consider engaging its industry partners (NPC, NPHC and NIC, in particular) in sponsoring a retreat with leaders of the three councils to 1.) help each council discover and define its purpose, and 2.) develop a plan specific to the councils at ISU regarding how to collaborate for the overall benefit, growth and health of the fraternity/sorority community.
3. The Office of Fraternity/Sorority Life staff should consider increasing emphasis on collaborative projects and programs (service learning, educational, etc.) in an effort to increase relationships and cooperation, and decrease competition, between chapters and chapter leaders.
4. To encourage student-generated progress, intra-chapter collaboration, and to provide another source of leadership training, the Office of Fraternity/Sorority Life staff should consider encouraging council leadership to coordinate monthly, joint meetings among the IFC, NPHC and Panhellenic, working with office staff to develop and publish an agenda prior

to each meeting and to conclude each session with a list of action items assigned to officers, councils and/or chapters.

- a. Further, as part of the agenda for these meetings and as a way to create a genuine fraternity/sorority “community” at ISU, the Office of Fraternity/Sorority Life staff and council leadership should consider creating a variety of ongoing and intentional opportunities for council and chapter members to get to know each other better through cross-council brotherhood and sisterhood events.
5. The Greek Assessment Task Force should consider engaging the councils and the fraternity/sorority chapters in a marketing/brand analysis of the fraternity/sorority community. An easily recognizable logo, slogan, identity, mission, and goals need to become associated with, promoted and lived by the fraternity/sorority community, defining what it means to be Greek at Indiana State. As a result of the internal analysis, the group should consider developing a marketing campaign to reach out to the University community for broader involvement, greater promotion of successes, and for definition of the fraternity/sorority “brand” at ISU. The Assessment team observed that there is little to no information promoted to the general public about the role and activities of fraternities/sororities at Indiana State. The fraternity/sorority community has growing interaction with non-affiliated students on campus and therefore reason to leverage those opportunities to share the good news about itself.

A marketing campaign should be considered to promote the benefits and values of fraternity and sorority membership. This “campaign,” if pursued, should be developed by a professional marketing agency, or at minimum, a high-level graduate program that can maximize the marketing message and therefore the campaign’s effectiveness.

6. Utilizing the new brand, logo and messaging/talking points, the Office of Fraternity/Sorority Life staff should consider helping chapters expand the quality pool of potential new members by engaging the leadership of the councils in the implementation of the marketing plan to promote the fraternity/sorority experience to:
 - a. Faculty, staff, and administration, promoting benefits of Greek life, including the need for, and benefits of serving as, faculty/staff advisors.
 - b. Young men and women belonging to minority groups/organizations – students who have not been approached to join a fraternity/sorority, and a growing population the fraternity/sorority community could help the University in attracting and retaining.
 - c. 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.
 - d. On-campus students as a source of leadership development, academic support and values-based camaraderie – most importantly, as a source of fun and campus engagement and leadership.
7. The Office of Fraternity/Sorority Life staff should consider emphasizing the importance of a healthy relationship with the inter/national organizations by encouraging the fraternity/sorority leaders to engage their respective organization with regular updates and dialogue on chapter development.

Leadership Development

1. The Office of Fraternity/Sorority Life staff should consider offering an educational program at the time of officer transitions, or at the beginning of each semester – training specifically geared toward the preparation and development of the new officers. This will allow all councils and leaders to begin their terms/semester with consistent and necessary information, one focused on the goals, the desired and possible outcomes, the resources available, and a general sense of teamwork within the community. Most importantly, it will provide them with knowledge and tools necessary to maintain and grow safe and productive chapters.
 - a. Additionally, the Office of Fraternity/Sorority Life staff should consider working with chapter presidents to coordinate regular roundtable discussions and training opportunities specific to leadership positions within the chapters (i.e. risk management chairs, academic chairs, standards officers, etc.). This allows the University staff to “drill down” further into the chapter leadership structure with the same intent of helping them focus on the goals and the desired and possible outcomes, making them aware of the resources available, and creating a broader sense of teamwork within the community.
 - b. Further, the Office of Fraternity/Sorority Life staff should consider working with appropriate campus partners (councils, chapter presidents, campus departments, and especially staff from the inter/national headquarters of chapters on the campus) to create an orientation/leadership conference/programming track specifically for new members. Similar to the outcomes of the marketing plan, this would allow new members to begin their relationship with the fraternity/sorority community with consistent and necessary information, focused on the shared goals of the University and the community. It would bring new members into the loop on the desired and possible outcomes of fraternity/sorority membership, the resources available, and draw them into the teamwork within the community. Most importantly, it will provide them with knowledge and tools necessary to maintain and grow safe and productive chapters as they mature through the chapter leadership ranks. While the agenda for this program can change annually to address ISU’s and the fraternity/sorority community’s changing needs and goals, some topics such as risk management, and specifically hazing (addressed later in this section) and alcohol use, likely would be a standard part of a recurring curriculum. Some of the recommendations in this section will take time to come to fruition, likely the graduation of a class or two, and the infusion of a class or two of new members. The primary goal of this recommendation is to assure those new members are focused, directed and goal-oriented toward a shared University and fraternity/sorority community outcome.
2. The Office of Fraternity/Sorority Life staff should consider encouraging all councils, chapters and their members to participate in regional fraternity/sorority conferences; leadership programs and initiatives offered by the inter/national organizations; and opportunities offered by the umbrella organizations (the NIC, NPC and NPHC). Since no chapter leader reported participation in his/her inter/national organization’s leadership development

opportunities, it would benefit the University, the chapters and the inter/national operations if the University encouraged chapters to re-establish a relationship between themselves and their parent organizations. This opportunity for the University to stress the importance of a healthy relationship with the inter/national organizations could encourage the undergraduates to learn about and attend a variety of leadership institutes or host them on campus. These leadership institutes include, but are not limited to:

- **Regional Leadership Conferences**
 - Hosted by the inter/national organizations once or twice a year.
 - The Director of Student Activities/Greek Life should consider collecting the dates and location of each and meet with campus leaders to ensure they are participating.
 - The Director of Student Activities/Greek Life should research funding opportunities on campus and from alumni to off-set the costs associated with participating in these conferences.

- **National Conventions / Summer Leadership Schools**
 - These are hosted by inter/national organizations on an annual or biannual basis.
 - The Director of Student Activities/Greek Life should consider collecting the dates and locations of each and make it a point to meet with the campus leaders and ensure their participation.

- **The LeaderShape Institute / www.leadershape.org**
 - Ideal for fraternity and sorority presidents and governing council officers.

- **Undergraduate Interfraternity Institute (UIFI) / www.nicindy.org / <http://www.nicindy.org/programs/uifi/P4/>**
 - Ideal for fraternity/sorority presidents and governing council officers.
 - Nine sessions each summer, led by the North-American Interfraternity Conference (NIC).
 - The governing council presidents and a mixture of fraternity/sorority presidents should attend each year.
 - Scholarships provided by many inter/national fraternities and sororities, plus 100 scholarships provided by the NIC open to all who wish to attend.
 - Indiana State should strongly consider hosting a UIFI on campus in the next calendar year in order to engage the leadership of the entire fraternity/sorority community.
 - Participants in 2010 rated strong growth in a variety of areas, including:
 - My personal leadership ability and personal courage
 - Ability to develop a vision
 - My personal commitment to integrity as a leader
 - My appreciation for myself
 - My personal commitment to leaving a legacy
 - My commitment to living my ritual
 - My appreciation for my own fraternity/sorority
 - My appreciation for fraternity/sorority life

- **NIC IFC Academy / www.nicindy.org / <http://www.nicindy.org/programs/ifc-academy/>**
 - Exclusive program designed for Interfraternity Council governing officers.
 - Held annually in the spring in Indianapolis.

- **NIC Future's Quest** / www.nicindy.org / <http://www.nicindy.org/programs/futures-quest/>
 - Exclusive program designed for NIC-member fraternities and their new members.
 - Held each year in December and January (Friday-Sunday) in Indianapolis.
 - Many inter/national NIC fraternities provide scholarships for newest members to attend.

- **IMPACT** / www.nicindy.org / <http://www.nicindy.org/programs/impact/>
 - A campus-based fraternity and sorority leadership institute.
 - Ideal for current chapter and governing council presidents and upcoming leaders.
 - ISU should consider hosting this in Spring 2012 to allow the 2010-11 year for the governing councils to work toward a more consistent operating model.
 - Hosted by the North-American Interfraternity Conference.

- **Association of Fraternal Leadership and Values** / <http://aflv.org>
 - Programs include the AFLV Central Fraternal Leadership Conference, the National Black Greek Leadership Conference, the AFLV West Fraternal Leadership Conference, the National Cultural Greek Leadership Conference, and the National House Director Conference.

- **NPC Something of Value** / <http://www.npcwomen.org/college-panhellenics/programs/something-of-value.aspx>
 - *Something of Value* is a values-based approach to risk management education for collegians. The day-long program is led by a team of NPC representatives and an attorney with NPC affiliation. Action plans are developed and collegians are empowered to follow-through.

- **NPC Consulting Team Visit** / www.npcwomen.org
 - An on-site visit from a team of two or three, likely including the College Panhellenic Area Advisor, another representative(s) from the College Panhellenics Committee of NPC and/or a member of the Alumnae Panhellenics Committee
 - Provides valuable assistance through a general review of all aspects of Panhellenic operation – governing documents; questionnaires from delegates, officers, chapter officers and advisors; interviews with members of the campus and Greek community
 - The purpose and focus depends on the needs of the campus Panhellenic
 - Results in recommendations for positive actions and programs

Further, it is recommended that opportunities for funding be considered by the University and/or the governing councils. If the University or the governing councils provide funding for students to travel to regional or national conferences, the students should be responsible to then host a program on what they learned for others in the community. This way the financial investment will benefit the greater community, and the student who attended the regional or national program will have the opportunity to teach others what s/he learned. Also, chapters and councils should take advantage of other funding sources: inter/national organization scholarships to UIFI, NIC IFC Academy, etc.

3. While mentioned in the list above, the team would like to highlight the recommendation that the Office of Fraternity/Sorority Life staff consider engaging the North-American Interfraternity Conference to present programming that would address the specific needs of ISU's IFC – its training and development, as well as developing the commitment of its leaders in working toward contributing to the goals of governance and the initiatives of the greater fraternity/sorority community.
4. The true engagement of students in all levels of campus/institutional governance should be emphasized by the Student Affairs staff; thus creating a demand/expectation for fraternity/sorority members to participate in campus leadership programs.
 - a. Through strategic involvement, the fraternity/sorority community should consider elevating the role of student government and the student press in institutional leadership and responsibility. Through their increased involvement, fraternity/sorority members will gain an education in leadership and business, and successful leadership in these organizations will help implement the goals of the marketing plan mentioned earlier – to not only increase the involvement of fraternity/sorority members in the leadership of campus organizations, but to be clear to the broader campus community about that involvement and leadership as a brand-building exercise, as well as a recruitment tool.

Build/Strengthen Social IQ, Citizenship, Service Learning

1. The Greek Assessment Task Force, in conjunction with the Office of Fraternity/Sorority Life staff and the Greek councils, should consider thoroughly reviewing all governing documents, policies, recruitment/intake guidelines, and risk management practices. This review should result in:
 - a. all governing documents being brought up-to-date,
 - b. all needed documents being created, and
 - c. all unnecessary/unneeded documents/processes being eliminated.

This one-time effort will set the stage for smoother operation, stronger working relationships and agreement on goals and expectations. It will take time to accomplish, so once completed the Office of Fraternity/Sorority Life staff should annually go through this process with the councils so that this foundation can be “refreshed” each year, if need be, requiring a lot less time. This initial process should include the by-laws of all the councils, and because those should change very little, the “refresh” process for those can be addressed every two years.

2. To address confusion surrounding the proper procedures regarding risk management, the Greek Assessment Task Force should consider thoroughly reviewing FIGP guidelines for hosting safe social functions [available at www.figp.org]. Further, the Task Force should consider contacting the inter/national headquarters of every fraternity/sorority on campus, to learn their individual guidelines and their adherence to FIGP guidelines. This communication should result in dialogue on this topic for mutual benefit stemming from improved chapter operations. The Task Force will need a solid understanding of the guidelines as it encourages the following the recommendation.

3. The Office of Fraternity/Sorority Life staff should consider engaging all on- and off-campus partners that support the fraternity/sorority community in making it a priority to increase the accountability and enforcement of risk management policies. This effort should result in a plan with a person or group (likely the councils) assigned with responsibility for oversight and enforcement. Special emphasis should be placed on engaging the inter/national organizations in this effort to assist in the overall success regarding standards compliance. Also, housing corporation boards, alumni advisors, University Police, University Health Center staff, and all others who can benefit the conversation, and resulting plan, should be engaged to allow for a baseline of expectations for shared accountability. This process is a stepping stone to fraternity/sorority self-governance, and that should be acknowledged and promoted throughout.
 - a. It is recommended that specific policies and educational programs on the implementation of FIPG practices be incorporated into all council and chapter expectations. Attention should be placed on access, amount and type of alcohol.
 - b. There should be a review and clarification of hazing based on FIPG guidelines. Regular education of both active and new members should occur; this process for new members could be part of the new member leadership training program recommended earlier.
 - c. The Office of Fraternity/Sorority Life staff should consider providing regular education to the Student Affairs staff, alumni advisors, faculty, and other University staff on the definition of hazing, the current culture of hazing and their duty as members of the community to report suspected violations.
 - d. The Office of Fraternity/Sorority Life staff should consider developing partnerships with different, integral constituents through the coordination of an ISU Bar and Retail Coalition, utilizing the U.S. Department of Higher Education's Center for Alcohol and Other Drug Prevention's model [available at: www.higheredcenter.org].

4. As mentioned in the recommendation above, that process is a precursor to one that puts governance of the fraternity/sorority community back in the hands of the community itself. Given the current state of the community, this process likely will not be easy. However, it is one nearly universally recognized as needed, and many expressed a desire for it. Among its many benefits, the true leadership experiences of recognizing a need for guidelines, developing guidelines, enforcing guidelines, and effectively dealing with the consequences of not following guidelines are ones the ISU fraternity/sorority community leaders will benefit from throughout their lives. This will add meaning to the overall educational experience at Indiana State, and that makes the investment in this process worthwhile. Because of the scope of this recommendation, the Greek Assessment Task Force should consider how to create within each council a desire to be responsible for developing a governance structure that creates a sense of ownership within the fraternity/sorority community and holds member organizations accountable for their actions.
 - a. Once the desire is created, the Greek Assessment Task Force should consider who, or what department, is best suited to work with the councils in understanding what is needed and how to go about creating policies and guidelines that address those needs.

- b. The process of policy/guideline creation should be one implemented by the councils so that students have an opportunity to learn from the experience, and also so that the outcomes are student generated and student owned.
 - c. One outcome should be the creation of either council-based judicial review boards, or one all-Greek judicial review board with representation from all councils, with responsibility for outcomes, production, and related consequences for matters within its jurisdiction. The Coalition Assessment team recommends the latter, but as the ISU team works through the process many parts of it could indicate that the former would be more effective on the ISU campus, and effectiveness is the most important outcome.
5. To develop new and innovative ways to increase community service and philanthropy, and the involvement in, and leadership of, this by chapters and councils, the Director of Student Activities/Greek Life should consider convening a half-day, or day-long, retreat. Prior to this, the Director of Student Activities/Greek Life should host a meeting with all council and chapter leaders, a session that has one agenda item: to discuss their ideas for increased community service and philanthropy. The meeting should conclude with all students assigned research. Council leaders should explore best practices in community service and philanthropy sponsored by councils at ISU peer schools. Chapter leaders should contact their inter/national headquarters to learn what philanthropies their organization supports and how the fraternity's/sorority's most successful chapters go about supporting it. They also should learn from headquarters about best practices in community service performed by other high-performance chapters. The subsequent retreat should be a time for each leader to present his/her findings, along with a recommendation on how those findings could be reinterpreted at Indiana State. The conclusion of the retreat could see the group prioritizing all recommendations, re-purposing them for the ISU/Vigo County community and leaving with a plan that all chapters and the councils could roll out over the course of a semester or school year.
 - a. Part of the retreat could include creation of a fraternity/sorority community service program that would require regular involvement from each chapter as part of a long-term community-wide effort, such as adopting an elementary school, soup kitchen, women's shelter, etc.
 - b. In addition, the retreat agenda could include a discussion on reflective service learning experiences for chapters to utilize after projects have been completed. As part of the leadership curriculum, and certainly as part of the ISU leadership experience, students could be trained as service site leaders to lead these reflective sessions following experiences to ensure life-long service. These opportunities encourage students to make connections and become engaged, global citizens.
 - c. Lastly, the value of service to ISU should be part of the agenda so students understand the importance and impact of giving back to the institution. To help move their thinking in this direction in a fun and instantly recognizable ("sticky") way, consider beginning the conversation with what can be done to better incorporate Trike and Tandem, two of the ISU community's signature events, into more of a community service/philanthropic endeavor. The obvious immediate benefit of creative thinking in this regard is stronger identification of the fraternity/sorority community with these prominent events, along with recognition of the community as an engaged partner/leader in the greater campus life arena.

- d. The Office of Fraternity/Sorority Life staff should consider new ways to recognize outstanding efforts in the areas of service and philanthropy, providing additional incentive and motivation for successful accomplishment in these areas, if not some competition.

Advance Academic Interest/Graduation

1. The Office of Fraternity/Sorority Life staff should consider working with the three councils to create a mutual understanding of the benefits of an effective faculty advisor.
 - a. This partnership should include the creation of a faculty advisor “job” description and a brief handbook outlining best practices and potential outcomes.
 - b. As mentioned earlier, the marketing plan should include outreach to the ISU faculty/staff community in a way that makes increased and diversified involvement with the fraternity/sorority community attractive.
 - c. The Office of Fraternity/Sorority Life staff should consider encouraging the councils to create an event for all faculty and staff affiliated with fraternities/sororities (even if their chapter is not represented at Indiana State). The councils should be free to develop the plan, with an eye toward identifying individuals for future participation as program speakers, facilitators, or as faculty advisors for chapters/councils.
 - d. The Office of Fraternity/Sorority Life staff should consider creating an online resource that would highlight faculty and staff and allow chapters to utilize them as speakers or resources on topics of interest to members.
2. The Director of Student Activities/Greek Life should consider educating the councils on the benefits to the chapters, and to the fraternity/sorority community, of clearly emphasizing academic qualifications and expectations for membership during recruitment (high school GPA, ongoing GPA standards for continued membership, etc.).
 - a. Further, as a way to assure that the “best and brightest” are at the helm of the chapters and the fraternity/sorority community, the councils should be encouraged to work with the Director of Student Activities/Greek Life to establish clear academic standards/requirements for chapter leadership positions and elections.
3. The Greek Assessment Task Force should consider hosting a community-wide discussion about ISU’s first-year student academic success; it might include the faculty, as well as inter/national staff assistance, in identifying the importance and meaning of chapter academic values. Current faculty advisors certainly should be involved, and the outcome should become part of the advisor handbook recommended earlier.
4. The Office of Fraternity/Sorority Life staff should consider how to increase the profile and benefits of membership in Order of Omega and Gamma Sigma Alpha. Membership in both of these honoraries for Greeks should become motivation for greater student academic success.
5. The Office of Fraternity/Sorority Life staff should consider collecting key information to identify trends and to establish rewards that encourage behaviors and performance that strengthen the fraternity/sorority community. Paramount among this data is retention and

graduation rates within the fraternity/sorority community, as a benchmark, and especially as a barometer of effective growth in an area important to the University. ISU already collects some data about fraternities and sororities and their members. The broad data spectrum should include, if it doesn't already: academic data, recruitment and retention numbers, graduate rates, chapter judicial responses, fraternity/sorority membership as it relates to academic probations and suspensions, individual judicial responses, and other areas in which the University interacts with individual students. This should potentially be put into an Annual Report on the fraternity/sorority experience at the University.

The Office of Fraternity/Sorority Life 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 Indiana State
- Dollars donated annually by fraternity and sorority alumni to their own chapter
- Percentage of fraternity and sorority alumni who donate to Indiana State

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 to all-University data that includes the fraternity/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.

Effective Campus Interface with, and support of, the Fraternity and Sorority Community

1. The Greek Assessment Task Force should consider the value of reorganizing the fraternity and sorority life program area in order to create a true departmental configuration. The recommended model includes a director, assistant director and graduate students. In this new organizational reporting structure, all positions' duties should allow for 100 percent of the job responsibilities to be devoted to fraternity/sorority advising. The director position should be a mid-level position in order to add the appropriate degree of professional experience needed to lead the program area. It is recommended the director report to the Vice President of Student Affairs.
2. The Office of Fraternity/Sorority Life staff should consider making Monday morning team meetings a standing appointment. Over time, the staff should migrate the discussion from being largely reactive to events that have happened, to being largely proactive in discussing opportunities for education and prevention. The staff should consider inviting one or more

student leaders or campus partners to participate as a way to add different perspectives and to develop accountability and ownership in the process.

3. The Greek Assessment Task Force should consider how Indiana State can highlight how fraternity/sorority life is supporting and engaging students in real learning through the co-curricular experiences by utilizing the University Learning Outcomes Assessment (UniLOA) data being collected by Indiana State professors. This assessment will provide a benchmark and illustrate how being a fraternity/sorority member adds to the value of education and the overall co-curricular experience of the ISU student. Findings and outcomes could be quantifiable material for the marketing and brand-building plan and efforts recommended earlier.
4. To increase alumni engagement and encourage greater interaction and sharing of ideas and best practices, the Greek Assessment Task Force should consider creating an Alumni Advisory Board and/or House Corporation Council that would meet regularly (perhaps monthly as a starting point).
 - a. The Task Force should consider leveraging this demonstration of the perceived strong support for the fraternity/sorority community by having President Bradley join in the initial gathering.
 - b. The Alumni Advisory Board might include membership encompassing not only alumni, but also faculty advisors and University staff.
 - c. The agenda for the first, or early, gathering should include a needs assessment that no doubt will identify a need for some segmented gatherings (just housing corporation board members, just alumni advisors, etc.) and some segmented education/training. Separate meetings and topics most likely will be necessary in order to address the training needs of the different advisory relationships. The Office of Fraternity/Sorority Life staff should be tapped to create a training program to provide educational development for both chapter advisors and housing corporation officers.
 - d. Additionally, a future agenda(s) should include extensive risk management, liability and accountability training for all chapter advisors and housing corporation officers. The Office of Fraternity/Sorority Life staff should consider partnering with inter/national organizations on presenting best practices for alumni advisors on FIPG, FRMT, and other risk reductions models. Pi Kappa Phi Fraternity is one of several organizations with free resources available to campus professionals and advisors.
5. The Greek Assessment Task Force should consider implementing, or creating a sub-group to implement, a thorough review encompassing all residential aspects of the fraternity/sorority community. It is recommended that ISU create a housing model that matches the fraternity/sorority community size, resources and potential for growth, with the process being completely transparent. The outcome should include a long-term master plan for residential housing and a proposal for the development of a residential fraternity/sorority community.

- a. The plans for the residential component of the community should include a stable housing plan to match realistic goals of the various chapters – especially in terms of desired membership number and the desires of alumni/housing corporation members (i.e. chapters that intend to reach a certain membership will live in a house; some chapters that are happy with the stairwell model may continue with that model, but the plan will identify where and what that will look like in the future; some alumni feel strongly about reestablishing a “Greek Row,” and the plan should take those views into consideration.).
 - b. Of course, the plans for residential fraternity/sorority housing should consider and address the needs and desires of chapters from all three councils.
 - c. Equally obvious, the planning and development of student residential facilities should consider and minimize structural barriers to providing living/learning environments conducive to student interaction and activities.
6. The Office of Fraternity/Sorority Life staff should consider working with the Alumni Association to develop a plan for updating the database of alumni contact information – specifically tagging alumni in the database with their fraternity/sorority affiliation, in addition to identifying and adding lost alumni to the database. ISU’s Alumni Office staff should consider contacting the inter/national headquarters of each fraternity/sorority, requesting current ISU alumni contact information, with a promise to share an updated, chapter-specific database at the end of the project. Headquarters’ databases can be cross-referenced with the Alumni Association list, and the inter/national offices should see this as an opportunity to partner in a mutually beneficial endeavor.

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.



FRATERNITY & SORORITY COALITION
ASSESSMENT PROJECT

COALITION ASSESSMENT TEAM

Kyle Pendleton, assessment team leader

Assistant Dean of Students, Purdue University

After graduating from The Ohio State University, Kyle began his career as a leadership consultant for Delta Sigma Phi Fraternity. He went on to earn an M.Ed. in Student Personnel Administration from the University of South Carolina, and from there he served in Greek Life positions at San Diego State University, Columbia University and Northwestern University. For more than 15 years Kyle has worked with fraternity and sorority members, the last four of which as Assistant Dean of Students at Purdue University. Kyle has been on the board of the Association of Fraternity/Sorority Advisors (AFA) for many years and served as its national president in 2007. He has been involved with the Coalition Assessment Project since 2006 and currently serves on its advisory committee as one of two AFA representatives.

Sharrell Hassel-Goodman

Assistant Director, Ohio Union, The Ohio State University

A member of Alpha Kappa Alpha Sorority, Inc., Sharrell actively serves on the National Pan-Hellenic Council (NPHC) Committee for Undergraduates, a role she prepared for by being the graduate advisor for AKA's Miami University chapter for six years before serving as a member of AKA's Great Lakes Regional Graduate Advisors Committee for an additional six years. She holds two masters degrees from Miami, one in Educational Leadership and Curriculum Development, and another in College Student Personnel. While in Oxford, Sharrell was an Academic Advisor, Hall Director and graduate assistant in the Cliff Alexander Office of Fraternity and Sorority Life. She began her Ohio State career as the Coordinator of Sorority and Fraternity Life, where her focus was advising the four governing councils – IFC, MCGC, NPHC, and PHA. Today, in her much-expanded role, she advises 61 fraternity/sorority chapters; creates leadership development for chapter presidents; works with chapter advisors and alumni; and implements the University's Standards of Excellence Program. Beyond her campus-based roles, Sharrell has served as a facilitator for the Undergraduate Interfraternity Institute (UIFI), Beta Theta Pi's Men of Principle Leadership Program, the Miami University Greek Leadership Advance, and the Acropolis Emerging Leadership Program.

Missy Lewis

Regional Collegiate Director, Delta Zeta Sorority

Following the role of her mother, who has served on the staff of her sorority for three decades, Missy launched her graduate school career and her work with Delta Zeta at the same time, beginning as the Purdue chapter advisor. After eight years in that role, she was named Regional Collegiate Director, and today she serves as the liaison between the chapters/advisors and the national council for chapters at Purdue, Indiana University, the University of Southern Indiana, Ball State, and alumnae at DePauw. She also continues her decade-long service as a member of the Purdue chapter's house corporation, and in 2009 she received the Purdue Alumni Outstanding Young Alumni Award. When not working on risk management or sorority programming, Missy works with medical students and family medicine residents, and serves as an advocate and spokesperson for public health, in her role as Director of Membership and External Affairs for the Indiana Academy of Family Physicians. She serves on the boards of directors of the Indiana Public Health Association (President), Indiana Medical History Museum (Secretary), College of Liberal Arts Alumni (Vice President), and Purdue Association of Indianapolis.

Craig Templeton**CEO, Templeton Strategies, LLC**

Craig's involvement with Sigma Phi Epsilon Fraternity spans three decades, including a nine-year role as Executive Director of what was then the nation's largest college fraternity, with more than 14,000 students on 255 campuses. In that position, Craig had an opportunity to explore every kind of student housing situation imaginable, and he parlayed that into Templeton Strategies, LLC, his consulting company concentrating primarily on work with campuses, fraternities and sororities regarding real estate development projects and property management. Craig regularly works with Congress on higher education and college funding legislation, including the Higher Education Re-authorization Act, the Collegiate Housing Infrastructure Act and Collegiate Fire Protection.