CONSULTATION REPORT

Prepared for: UNC-Charlotte

Dates of visit: March 15-18, 2011
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Contact Person: Michelle Guobadia

Charge: Conduct a comprehensive evaluation and assessment of the Fraternity/Sorority community; Identify key theme areas where the Fraternity/Sorority community are excelling and/or need improvement; Provide ideas and advice on how to help the Fraternity/Sorority community and the university make significant progress in the next 3-5 years.
INTRODUCTION

In October of 2010, we were first contacted by Michelle Guobadia, the Director for Fraternity and Sorority Life at the University of North Carolina-Charlotte. After some discussion about the scope of services we could provide, Ms. Guobadia hired t.jelke solutions. The charge was to a) comprehensively evaluate the fraternity/sorority community; b) comprehensively evaluate the fraternity/sorority community's relationship with UNCC and the university community; c) provide recommendations as to how to help the fraternity/sorority community become more high performing; d) identify ways in which the university could have a stronger relationship with and provide greater support for the fraternities and sororities on campus; and e) facilitate a strategic planning process based upon the data and recommendations from this report.

Our evaluation consisted of individual and group interviews (both formal and informal) with 94 students, 17 University administrators, 2 faculty members, and 8 alumni/chapter advisors. We also analyzed 18 pertinent documents ranging from council constitutions to university policies and procedures. Finally, some time was spent observing the campus culture, with emphasis on the fraternity/sorority community.

Our hope is that the observations and recommendations provided in this report empower the campus and community to create a plan of action that will help further improve fraternity and sorority life at UNCC. We will be using this data to help UNCC Fraternity/Sorority Community create a strategic plan (one that is in line with the university's values, mission and plan) that will help individual chapters and the fraternity and sorority community as a whole become more high performing.

The observations and recommendations in this report have been broken down into key themes that emerged during the assessment. We try to provide as much information as possible at the risk of some duplication. For example, suggestions in the leadership development area may blend into an area involving university support. We also include suggestions, desired changes and new ideas in this document. These are in no way an indictment of any staff member, faculty member, chapter, or student at the university. They are merely suggestions from the observations, interviews, and analyses that took place on site.

The report may seem overwhelming, especially to members of the fraternity and sorority community. All of these suggestions do not have to be implemented at the same time—indeed the purpose of the strategic plan is to prioritize the issues and recommendations and create an implementation timeline that spans 3-5 years.

Finally, while we believe the observations in this document are accurate and that the suggestions are necessary, they were created from a visit that lasted only four days. It is you, the members of the UNCC community, that should read these observations and suggestions with an open but critical eye as you will be the best judges of what is accurate and necessary and what is not.

I am available to you for clarification or discussion of the report at any time.

Formally,

\[\text{Signature}\]

Thomas B. Jelke, Ph.D.
Demographics/Background

UNC-Charlotte is a public research university that offers 19 doctoral, 62 master's and 90 bachelor's degree programs. UNCC has four campuses, although our visit was solely focused on the main (University City) campus. It is the largest institution of higher education in the city of Charlotte and is one of the fastest growing universities in the state. UNCC has nearly 20,000 undergraduate students and over 5,000 graduate students. Approximately 5000 students currently live on campus (with capacity reaching 5244 in 2011-12), including about 300 fraternity men and sorority women (approximately 225 living in Greek Village).

The first nationally recognized fraternity was founded in 1970. As of this writing, there are 33 fraternities and sororities on the UNCC campus housed under 5 different governing councils. Just under 900 students (or approximately 4.5% of the undergraduate student population) are currently members of fraternities and sororities. There are two full-time staff member dedicated to the advising of fraternities and sororities on campus.

General Observations

Please note that because of the sheer size of the report, and the charge (to find ways to help the fraternity/sorority community become more high-performing) this report may seem overly critical. The intent is not to criticize, but rather to create points of discussion among the many constituents that want the fraternity/sorority community to realize its potential. Accordingly, many of the suggestions in this report will seem challenging, difficult to achieve, and will require an unprecedented level of collaboration and coordination. This is intentional. In my opinion, your fraternity/sorority community has tackled nearly all of the simpler issues and now must move on to more complex ones in order to evolve.

1. The mission, values and purposes of a high performing fraternity/sorority community should be closely aligned with those of its host institution, and there is an opportunity for that to happen here. The fraternity/sorority community at UNCC should be striving to do the following to keep in line with the university's mission, values and purposes (adapted from the UNCC Mission Statement and Goals):
   a. Create an environment that values intellectual development, social and cultural diversity, free expression, collegiality, integrity, and mutual respect.
   b. Create responsible citizens and leaders.
   c. Cultivate relationships and provide service to the wider community.
   d. Enhance each member's personal and professional growth.
   e. Create a spirit of cooperation and collaboration among all members of the community.
   f. Have a close working relationship with faculty and staff.
g. Implement programs that integrate new members into the academic and social structures of the campus.

h. Enhance student morale and pride in the University.

The university should, in turn, be providing as much guidance, challenge, and support as possible to help the fraternity and sorority community achieve their mission, values and purposes.

2. From an operational perspective, UNCC's fraternity and sorority community is in the top 25% of those that I have visited. The fraternity and sorority community has been a part of campus life at UNCC since 1970. 41 years is relatively young for a fraternity and sorority community. Still, this community has developed quickly in that short amount of time and is ahead of the progression curve when compared to other communities this age. The community has performed at a reasonably high level despite being a young community, having had a recent embezzlement issue, and being part of a campus that has historically had a non-traditional student population. The community could remain just as it is right now and still be a good fraternity/sorority community. However, there was a strong desire from participants to further progress down the path of excellence. To take the community and its operations to the next level, UNCC and the councils and chapters are going to need to focus on the following areas:

   a. Actively seeking out and recruiting members that exemplify and uphold a higher standard of behavior than the average student.
   b. Providing new members with a more productive and developmental education/orientation process.
   c. Consistently holding themselves accountable for inappropriate actions and behaviors (both chapter and individual)
   d. Intentionally creating stronger relationships and partnerships with UNCC offices and departments, other student organizations,
   e. Working more closely together as a community with common values, and a shared, focused vision, in order to make positive change.
   f. Making sure that all councils and chapters are operating at a high level of performance.

3. It is important to note that there are some very positive things happening in the fraternity/sorority community. Here are just a few of note:
   a. Students and administrators noted that a disproportionately high number of fraternity and sorority members were highly active in campus leadership positions.
   b. Opportunities for leadership education are abundant and many fraternity and sorority members take advantage of these.
   c. Most participants in the study agreed that philanthropy and service were important to most chapters. Interviews with fraternity and sorority leaders also revealed an understanding of the importance of philanthropy and service and a desire to increase the amount of time spent in those areas in
order to make a more significant and visible impact on campus and in the community. This information was skewed by council. Panhellenic sororities were seen as the leaders in philanthropy. NPHC and DGC chapters were seen as the leaders in hands-on service. IFC chapters were seen as lagging behind the other councils in these areas.

d. Several fraternity/sorority leaders expressed a desire to create a more positive image for fraternities and sororities on campus. Many of them have already begun taking action.
e. The university has shown a willingness to commit significant resources (human and financial) to support the fraternity/sorority community.

4. The UNCC Fraternity and Sorority life staff members were seen as one of the strongest assets of the community. Students, alumni, administrators all lauded the staff as efficient, committed, passionate, and accessible. Very rarely when I visit a campus do staff members get this kind of resounding and unanimous endorsement. The endorsement for the rest of the university commitment to fraternity and sorority life was mixed, but still stronger than half of the campus I have visited. Role of other divisions. Fraternity & Sorority Life is an institutional responsibility. Provost, Dean of the University, VP for Institutional Advancement. There is a perception that faculty and some administrators are biased against fraternities and sororities. Key administrators outside of the Student Life area are going to have to get involved for the fraternity/sorority community to tackle the recommendations in this report.

5. There is a need for the fraternities and sororities to reconnect to the core values of their organizations. All of these fraternities/sororities fundamentally espouse a commitment to one or more of the following: academics, leadership, service, brotherhood/sisterhood, and character building. These values can be found in documents and promotional materials, but the individuals and chapters do not always live up to what is written. Chapter leaders noted that the social/party component is overemphasized and "there were too many people joining for the wrong reasons- just seeking a social outlet or connection." For fraternities and sororities to truly become more high performing, they need to identify and consistently demonstrate the tangible value they add to a student’s life. This is especially important at a campus which is still in the midst of growing their traditional student population.

6. Internal accountability is inconsistent or even lacking in some chapters. Chapter leaders expressed a difficult time setting and enforcing high standards. There is a mentality among many groups that "once you have made it through the orientation/pledging process, you have earned your right to be a member" in spite of any egregious behavior, dropping below acceptable grade standards, not paying dues, etc. The councils are trying to set and enforce standards for the community, but it will be difficult to do with so many chapters being unable to enforce standards themselves.
7. The Relationship Statement provides chapters with standards, guidelines and expectations for operational performance. Most chapter leaders and advisors saw this as an excellent tool to ensure that chapters can use to "stay on the straight and narrow." Some criticisms of the Relationship Statement included the potential for creating an environment that over programs, the perception that it invaded the operational privacy of chapters, and the lack of real incentives for chapters that excel at the expectations. There is an opportunity to involve and empower students and advisors in a process that periodically reviews and revises the Relationship Statement so that it remains effective and relevant and at the same times gives them a sense of commitment to and ownership of the relationship as well.

8. On UNCC's campus, fraternities and sororities are not always acting like a community. There have been some strides in this area in the past 5 years, but more can and should be done. There should also be some strong emphasis on chapters and councils becoming less isolated from the rest of the campus. The organizations need to find a balance between operating individually as chapters, operating as part of a larger entity (a fraternity and sorority community) and operating as part of the larger UNCC community if they are going to make significant strides toward improvement.

9. Nearly all of the study participants were able to identify operational areas where they wanted to see significant change for the fraternity/sorority community. Just as many participants were able to point out reasons why those desired changes would be difficult to implement. As I have expressed at many other campuses, change is not easy, and it can be a frightening proposition. If this fraternity and sorority community is to blossom into one of excellence (a desire that was expressed by students and administrators alike) there is going to need to be a philosophical shift for chapters, councils and the administration from a thought process that starts with “that cannot happen” to one that asks “how can we make that happen?” Not everyone is going to be on board with change, however, and you need to be prepared for this. It may mean that some members (and in a few cases, chapters) stop being a part of the fraternity and sorority community. Other members and chapters will emerge because those same changes have taken place.
THEME AREAS

Vision and Values Education

Observations
While some chapters have a majority of members who have a clear understanding of their organizational values and a vision for what they need to accomplish, many still do not. Furthermore, students (even some leaders) had difficulty identifying a shared set of values and a vision that drives actions for the community as a whole.

High performing organizations have a clearly defined vision that is overtly and innately accepted by members. They “Learn, Live, Teach, and Enforce” their core values. High performing fraternities and sororities recognize leadership, scholarship, service, and character building as core values. They also emphasize these kinds of core values during recruitment/intake, member education/orientation, and through their internal standards. At UNCC, nearly all chapter leaders said that they struggled with at least some chapter members who were not interested in much more than the social aspects of the organization. Four to five IFC fraternities were consistently seen (and self-identified) as having severe problems with this issue. For chapters at UNCC to become truly high-performing, more members need to be strongly connected to the ritual and values of their organizations (see Figure 1).

Several chapter and council leaders felt that there were "still too many people joining fraternities and sororities at UNCC for the wrong reasons." Currently, too many members are connected to their organizations because of the social/club aspects of the fraternity/sorority. For chapters to become high performing, a critical mass of members need to become connected to their organizations on a deeper level. (See figure 1). As one study participant put it, “We have chapters where this isn't really a problem - and you notice them - they are out there living their ritual every day. Every chapter probably has individuals in it that buy into the loftier role of fraternity and sorority. But for a lot of chapters, mine included, a lot of members see the service and leadership stuff as something to do just because it is in the relationship statement. Some chapters don't even do that much.” The chapters that are able to tackle this issue and provide a more balanced experience for all members are the ones that will flourish. Core values need to be reinforced continually, but especially during recruitment and new member/chapter member education. Academic excellence, leadership, character building, brotherhood/sisterhood, and service need to be equally emphasized during those times-not just social.

Finally, if the fraternity/sorority community as a whole is going to perform at a higher level more needs to be done to cultivate shared community values, and to create a shared vision that will move them towards alignment with those values as a community. They will need to internally agree on a shared set of values and expectations that fall in line with their chapter core values and those of UNCC. This has been done in the past but anecdotal data suggest that the current members students do not connect to any shared value or expectation set. In many ways that set of shared values are embodied in the
relationship statement, but the buy-in for that document is inconsistent. Chapter and council leaders are going to need to help create that vision and set of shared values and then enforce them. Creating a shared set of values and expectations for the whole community will strengthen the focus and help begin to create a shared sense of accountability. The leaders and members need to be engaged in ways that will help them understand the true meaning of fraternity and sorority. They need to be able to decisively answer (with words, but more importantly with proof and actions) the following questions: What can I get by joining a fraternity/sorority that I cannot get by joining another organization? What is the value of having a fraternity or sorority on campus? How does the mission of fraternities and sororities fit into the mission of the university? What tangible value will a fraternity or sorority provide someone's son/daughter? The members of the fraternities and sororities should be able to agree on the answers to those questions. They should also be able to collect data that proves their responses.

Suggestions:

1. The Office of Fraternity & Sorority Life, perhaps in conjunction with the UNCC Center for Leadership Development, should create and provide chapter leaders with resources, scripts, and even facilitation assistance for a values clarification and visioning program that can be held at the chapter level.
   a. This is extremely important for fraternities and sororities that do not have strong alumni support.
   b. The end product of such a program would be for chapter members to more readily understand the balanced purpose of their organization, and create a shared vision for how their chapter can improve and get members to be more connected to their core values. In short, you can help them create an environment where they learn, live, teach, and enforce their chapter core values.

2. At your Greek Leaders Retreat, ensure that you focus on:
   a. creating and reinforcing the shared values, vision and mission of the community
   b. discusses how the values, vision, and mission will manifest itself that year (goal setting)
   c. how to empower, motivate, and involve general chapter members in these goals.
   d. You should consider bringing North-American Interfraternity Conference's IMPACT program or a campus-based Undergraduate Interfraternity Institute (UIFI) as a part of or addition to your Greek Leadership Conference.

3. The Office of Fraternity & Sorority Life, council leaders and chapter leaders must find more and better ways to infuse the shared core values into the recruitment process.
   a. The emphasis on recruitment needs to be the leadership, scholarship, character building and service components of fraternity/sorority life.
b. Currently, too much emphasis is placed on the social aspects by many chapters - they are going to need training on how to balance their sell.

c. Very few members who were not in leadership positions could convincingly explain the value added through their fraternity membership - that needs to improve.

d. Create "train the trainer" programs specifically for chapter recruitment officers that focus on how to set recruitment standards, target individuals, teach conversation skills, and sell the real benefits of fraternity/sorority life.

4. Council programs and operations should be evaluated based on their alignment with the community's core values.
   a. Existing programs and events should be able to pass a litmus test: is this in line with our shared core values.
   b. New programs and events can be created where gaps exist.

5. Chapters should be evaluated for awards and incentives based on their alignment to the community's values.
   a. This is already being done voluntarily for those that fully participate in the Relationship Statement program, but not all chapters participate fully.
   b. Identify ways to make participation in the program more enticing - positive incentives for chapters that participate, and strong positive incentives for chapters that excel.
      i. An example might be special privileges for chapters that are above the all men's or women's GPA or that have new member class GPAs above a certain benchmark.
   c. Find ways to include student leader and advisor input in regular (every 2-3 years) revisions of the relationship statement.

**Academics**

*Observations*

*Too many fraternities and sororities are below their benchmark for composite academic standings. New member grades are of particular concern. For chapters to truly become relevant on this campus, academic performance is going to have to improve.*

As I explained to many of the students with whom I spoke, without a strong academic record, fraternities and sororities lose a great deal of leverage with any university - to the point where they become almost insignificant if their grades aren't up to par. The bottom line at UNCC is that the fraternity and sorority chapters overall are not performing sufficiently well academically. New members are an area of concern for both men and women. Here is a breakdown of the percentage of chapters above their benchmark (all men's or all women's GPA) by council over the past four semesters:

<table>
<thead>
<tr>
<th>Council</th>
<th>Total GPA</th>
<th>New Member GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panhellenic</td>
<td>40%</td>
<td>40%</td>
</tr>
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</table>
As you can see by these numbers, the fraternity and sorority community at UNCC is underperforming academically- and all of the councils must share in that assessment. Until most of the chapters are above their benchmark they should not expect any credibility or leverage with the university. A handful of chapters are consistently outperforming their benchmark, but for many chapters it is up and down depending on semester and year. As a comparison, 63% of the fraternities and sororities at UNC-Chapel Hill are above their respective campus GPA benchmark over the same time period (although it should be noted that their NPHC and their version of DGC have more similar grades when compared to UNCC.)

Many of the students interviewed noted that chapter members believed academics were an individual issue- not a chapter issue. For many groups, there was little emphasis on academics as a factor in recruitment, or as a criterion for membership once someone was initiated. Most chapters did have their own version of academic support systems for new members, but given the academic performances, I am not sure how effective those really are. Councils and chapters are going to need to find different ways to emphasize academics in recruitment, new member education, and as a general standard for their organization if their grades are going to improve. The university should engage in a dialogue with chapter leaders to try to find different support mechanisms that can be used to impact grades: Better use of faculty advisors, institutional tutoring programs, using grades as an incentive for perks on campus, etc.

Chapters also are urged to take advantage of educational programs and services, such as the University Center for Academic Excellence, Supplemental Instruction Sessions, and the Writing Resource Center.

One thing you may want to consider is providing additional benchmarks for more accurate comparisons. For example, some universities are now comparing new member grades to the all-freshman (or in some schools, all underclassmen) male and female grades for example, to get a more accurate comparison. Another possibility would be to compare NPHC and DGC grades to the GPA benchmark for students of color on campus. Another area of focus should be faculty relations, especially the role of the faculty advisor.

Suggestions:
1. The Office of Fraternity & Sorority Life's Matrix Team should identify creative ways to incentivize high academic achievement for chapters. This was a recommendation made in the Commission on Fraternity & Sorority Life report from 2002, but not much traction seems to have been made.
   a. Incentives could include things like bookstore discounts, recognition in the student newspaper, prioritized tickets to sporting events such as basketball/football, etc.
2. The Office of Fraternity & Sorority Life should compare fraternity and sorority new member averages to a more accurate benchmark (all male and female freshman averages, or something equivalent) in order to get a more accurate benchmark for new members.

3. Chapter leaders need a better academic support system for struggling members and all new members. Chapter and council leaders should work with the Dean of Students and the University Center for Academic Excellence to institutionalize an academic support program for fraternities and sororities. This is something that is discussed in the relationship statement, but needs to become more effective.

4. Once this support program is up and running and successful, the Office of Fraternity & Sorority Life and the councils could work with the same academic support centers on campus to create an after-hours academic support system for all freshmen.
   a. This would be a great PR tool, recruitment tool, and also would be providing a needed service for the university community. It would also be a good way to structure current study hour attempts that aren't consistent.
   b. One manifestation of this that students seemed to like was to provide after-hours tutoring the week before midterms and finals in the library or other facility for the 3 or 4 most difficult freshman classes

5. Consider having a GPA requirement for new member classes as part of the relationship statement.

6. The Fraternity & Sorority Life staff should work with the Dean of Students, Vice Chancellor of Student Affairs, and the Provost to find ways to recruit and encourage faculty members to work with chapters on their academic support processes, faculty relations, and the inclusion of faculty in chapter programming.
   a. A specific job description and resource materials for faculty advisors is needed
   b. Faculty advisors should be included in chapter mailings about academics, including the grade roster.
   c. Once a semester, Fraternity & Sorority Life staff should meet with faculty advisors to discuss academic support for chapters. Include chapter advisors as well in order to include an academic focus in other key areas (recruitment, standards, etc.)

**Housing Observations**
Most chapter houses provide subpar living and learning environments. Chapters that lease struggle to deal with landlords. If possible, college should explore ways they can assist chapters to improve their living situations.

Of the hundreds of campuses I have visited, less than 5% of them have facilities that were built by the university specifically for fraternity and sorority use. In the Fall of 2007, UNCC opened up Greek Village with full occupancy. Currently only 7 chapters (5 sororities and 2 fraternities) live in the 13 facilities available. The other facilities are rented as individual rooms to the general student population. There is conflicting information about why so many fraternities left the village. Some of the contributing factors mentioned included the following: the high bond price setting a high occupancy cost; a lofty bed-space build (when compared to average chapter size); chapters' lack of willingness to enforce a live-in policy; some chapters lacking a strong and organized housing corporation; and a disagreement about what rules and policies should apply to on campus chapter houses.

Many of the IFC chapters rent facilities off-campus. At least one chapter is currently looking at the possibility of returning to Greek Village. Chapter houses are generally in poor condition according to members. Leaders from the chapters that rent houses said they periodically or frequently have issues with maintenance, upkeep and safety issues. Neighbors do not see the fraternity and sorority houses as welcome additions to the neighborhood. A house is not necessary for a chapter to be high performing. However, high performing chapters that do have a house typically have a facility that a) is safe, clean, and well maintained; b) provides an academically supportive environment; and c) allows for safe and orderly social engagement for the chapter members. When chapter facilities are none of the above, you enter a vicious cycle where members don't respect the house, they do not take care of the house, the house deteriorates further, and the situation grows more bleak annually.

The ideal situation would be to attract as many chapters as possible back to Greek Village. The challenge is going to be the financial viability for those chapters, the perceived advantage from off campus chapters that they are avoiding university scrutiny by being off-campus, and the lack of trust between those chapters and the university administration. One of the biggest factors preventing fraternities from living in the Greek Village (according to chapter leaders and alumni) was the expectation to have half of the house filled in the summer. Still, the Village provides some tangible benefits that chapters desire: added visibility on campus, convenience and proximity to campus and other chapters, consistent maintenance and upkeep, etc. Chapters are going to have to weigh those benefits as well. As the number of Panhellenic chapters increases, you will almost assuredly find more sorority chapters that are willing to move into Greek Village. Indeed, this may allow you to bring in some strong national organizations that would jump at the chance to have housing without having the larger financial burden that a mortgage brings. Still, the vision for the Greek Village is to have a more balanced representation of the fraternity/sorority community, so having a Sorority Village is not the ideal. The Office of Housing and Residence Life made it clear that "the offer remains for any group that wants to get back into housing in Greek Village - we want to have that discussion and find a solution. We are holding hope and the space for them."
For chapters that do live in the Greek Village, especially the sororities, they were more satisfied than unsatisfied with their facility and arrangement. Administrators noted that the chapters that do live on campus and have adapted to the environment are doing extremely well operationally, as residents, and as part of the university community. The main complaints dealt with parking and lack of clarity with rules and policies. The university administrators with whom I met expressed an interest in meeting with chapter leaders to help alleviate problems in these areas.

I wish I could provide you with more suggestions in this area. Unfortunately you are at an impasse with many chapters who just do not have the manpower to fill these houses at this time.

Suggestions:

1. Hold a meeting with leaders of chapters housed in Greek Village once a year to review concerns and possible revisions to policies and procedures such as parking, social event rules, etc. The key is for residents to understand that some things are flexible, but that consensus among residents is needed to make some changes.

2. University administrators should consider ways to attract fraternity chapters back to Greek Village.
   a. I understand that there are some things that are not negotiable, but right now it seems like both sides have dug in their heels.
   b. There are 2-3 key issues that might make a difference. Some of them have already been addressed such as common area policies, alcohol for those over 21, etc.
   c. The biggest sticking point seemed to be the summer occupancy.

3. Clarify whether the summer occupancy requirement has to be for the whole compound or for each facility.

4. Actively promote the housing to NIC and NPC chapters as you continue to expand. From that standpoint you will most certainly attract strong fraternities and sororities to campus with the availability of mortgage-free housing.

**New Member/Member Education**

*Observations*

Many of the new member programs are unproductive, and incorporate meaningless activities. Most chapters struggle with providing intentional development beyond just the first semester of membership.
High performing fraternities and sororities have new member education programs that prepare new members directly to become excellent chapter members and leaders. At another campus I have visited, the explicit goal of one high performing fraternity was "to prepare the new member to run the chapter as if none of the active members were here after initiation." At UNCC, however, many of the new member education periods have historically been focused on creating "pledge class unity" with the belief that this is how you create a stronger brotherhood/sisterhood. (This was not as big an issue for Panhellenic as it was for the other councils.) These practices, according to several chapter leaders, sometimes created unnecessary cliques and divisions within the chapters. Some leaders also noted that while it created unity among the new member subgroup, it didn't really prepare them to become leaders in the chapter. There is also a lack of emphasis on academics for most new member education programs. New member grade data are irrefutably low. UNCC should consider comparing new member grades to the all freshman male and female averages to get a more accurate benchmark comparison.

Hazing exists on campus...beyond just fraternities and sororities. The fraternity and sorority community admittedly does have a hazing issue, though, and they are the focus of this report. For the most part, the hazing is not physical. A lot of it is a waste of time or menial requirements (carrying a pledge book, dressing the same, etc.) As one chapter leader noted, "most of the stuff we do isn't organized by the chapter- it is a few individuals that take things on themselves. Nothing harmful, but definitely a waste of their time." Expectations and time commitments make many new member periods cumbersome and counterproductive. Seemingly harmless activities can morph over time into more dangerous activities. Other leaders admitted that physical hazing "takes place in some chapters. "Look at new member grades and retention- that is all you need to know. It gives us all a bad reputation."

From a practical standpoint, hazing at UNCC is creating dead weight in chapters - members who lose interest or disappear after a while. Members who are hazed often see initiation as the finish line, and then become less productive as members. Some chapter leaders were able to make a connection between their retention issues and their new member education practices. The councils and the university need to continue take a very strong stance against hazing in any form. Education also needs to be emphasized here- for students, administrators, and even neighbors. Study participants spoke of instances of hazing that were occurring in plain sight and were going unquestioned or unchallenged by the university community. Some chapter leaders that did want to make changes to their new member education process did not feel like they had the knowledge or resources to do so, and also felt uncomfortable approaching university administrators about how to make positive changes in this area.

Nearly all chapters complained about a lack of retention of older members. As one chapter president noted, "Our leaders keep getting younger, and our older members tend to get disinterested. It is a struggle to keep them involved and we lose out on their maturity and leadership." This was especially an issue for many IFC chapters and some
Panhellenic chapters. Part of the problem is a lack of programming geared towards upperclassmen. Chapters and councils should make this an area of emphasis in order to keep older members engaged.

Suggestions:
1. New member educators should undergo training or be asked to attend educational programs at least once a year that focus on positive orientation techniques.

2. Absolutely NO alcohol should be allowed in any new member activity.
   a. Violation of this should bring with it some severe penalties.
   b. Specifically at Bid Day, Big/Little events, and Initiation, alcohol has the potential of creating a dangerous situation.

3. The Office of Fraternity & Sorority Life should work with councils and perhaps past new member educators to create/provide chapter members with materials or programs that thoroughly address the hazing issue and present tangible alternatives to the activities that currently occurring.
   a. Focus on the legal, civil, and operational ramifications.
   b. Whenever possible, include chapter advisors.

4. Educate campus employees and neighbors on what types of behavior is acceptable and what is not.
   a. Make this as positive as possible - acknowledge that some chapters are trying to make the change, but all of them need to. To do so we need everyone's help.
   b. Council Leaders and the Fraternity & Sorority Life staff should work with the Dean of Students, Vice Chancellor for Student Life and the Provost to provide hazing education to faculty members so that they may be able to identify red flags, changes in student performance, etc.

5. Consider joint programming with other departments to address hazing.
   a. There is potential risk of hazing in other organizations, athletic teams, etc.
   b. Find ways to have the education for fraternities and sororities be in conjunction with those other entities so that they don't feel singled out, and so that the message is consistent.
   c. Athletics is a natural connection and could help create stronger relationships between the two areas.

Alcohol/Risk Management

Observations

While the problems associated with alcohol and fraternities/sororities are less prevalent at UNCC than at other campuses I have visited, it is still the root of several problems for
These organizations, mostly for IFC and Panhellenic. Other drugs were mentioned sparingly as an issue during the study, but on an individual (not organizational) level. Chapters are going to need better risk management education, especially with so many functions taking place off campus.

Like many other campuses, alcohol has become a central part of many fraternity events. Some chapters have developed a culture whereby “substantial attendance” can only be assured if there is alcohol present. Study participants noted that there is a definite 'drink to get drunk' mentality among many students at UNCC. "Pre-gaming" or binge drinking before going to parties or bars is not an uncommon occurrence - not just for fraternity and sorority members. Some chapters continue to have open parties at off campus locations. Police noted that only a handful of the organizations are the consistent trouble spots. "Access to alcohol at some fraternity events is a problem, particularly at 5-6 off campus houses." Off-campus apartments and some of the local bars were also contributors to the alcohol abuse problems. There are some IFC fraternities that try to follow their risk management (FIPG) policies and procedures, but most are falling short. To be fair, poor risk management at social functions is an issue for non-Greek organizations and other house parties as well. The information provided during risk management education for leaders doesn't always trickle down to the membership. There is a need for risk management education to take place at the chapter level - with general chapter members as the audience. The self-monitoring of fraternity parties is weak at best. Panhellenic sororities as a whole comply with policies, but individual members participate and contribute to the alcohol problems and are not always held accountable by their chapters. NPHC and DGC have less of an issue as most of their events are held on campus and are dry. NPHC and DGC do have third party vendor functions, but they have not been problematic. Drinking happens at those events, but incidents have not arisen from them.

The fraternity and sorority community needs to realize that the perception about their focus on alcohol is hurting their reputation and preventing some great people from seeking membership. The fraternity/sorority community (especially IFC and Panhellenic) should find ways to create more programming that provides the campus with fun, engaging events that do not involve alcohol. Every effort should be made to support this type of programming from the fraternity sorority community.

One other thing to note is that because many of the issues occur off campus, and there is not a simple line of communication from the Charlotte police and campus police or Student Conduct office, many of the issues that occur off campus are not recorded or dealt with on campus. It would be beneficial for UNCC to have a Memorandum of Understanding (MOU) with the Charlotte police that would discuss things like first responders, communication between the departments, access to police reports, etc.

Suggestions:

1. Alcohol and risk management training should be given to chapter presidents, social chairs, and risk management chairs (if applicable) before a chapter is allowed to have any event with alcohol that semester. It is highly suggested that you include chapter advisors in the program if possible.
2. Conduct a study on campus drinking behaviors to quantify and more accurately determine the amount of drinking on campus
   a. This could help clarify what kind of action to be taking to deal with alcohol use/abuse among students, and among fraternity/sorority members

3. The Office of Fraternity & Sorority Life should explore the creation of a GAMMA (Greens Advocating the Mature Management of Alcohol) chapter on campus.
   a. They could help with programming, advocacy, and education.

4. If the university does not already do so, it should consider instituting a practice of parental notification for alcohol violations.

5. Councils should partner with other campus organizations and programming boards to create more effective and attended late night/weekend programming for UNCC students.
   a. One example could be to have a large on campus midnight madness field day in the gymnasium on the first weekend of school that is sponsored by fraternity/sorority life, campus programming board, and athletics.

Leadership Development
Observations
UNCC provides excellent leadership development opportunities for fraternity and sorority members, but more can be done if you want to increase the breadth and depth of the impact.

High performing fraternity and sorority communities provide their members with multiple opportunities for leadership training and development. Those opportunities should be made available all levels of fraternity and sorority members - from emerging leaders all the way up to experienced officers. There are a multitude of opportunities for fraternities and sororities to engage in leadership training at UNCC. Funds available to send students to off campus leadership institutes such as LeaderShape, UIFI, regional conferences, etc. They can get up to $1000 for travel and can get up to $3000 to have an event on campus. This is amazing support when compared to other campuses. This support has been very successful, and the university should consider expanding the leadership development opportunities in the future. Campus based UIFI and IMPACT programs are very effective on other campuses and certainly could be at UNCC. You may even consider putting resources into creating a home grown, holistic emerging leaders program.

While many participants saw leadership and involvement on campus as "one of the major strengths of the fraternity and sorority community", some of those same participants also claimed that "there isn't as much breadth or depth as we should have. Really, it is a handful of people from a handful of chapters that are greatly involved." A closer look reveals there are pockets of leadership opportunities that are indeed fraternity and sorority
mainstays, while other areas normally abundant with Greek leaders are not as strong at UNCC. Not many fraternity and sorority women are living in the residence halls, for example. Less are involved in the leadership. Sometimes the leadership is council dominated. Most of the RA’s are from one council: NPHC. SGA has some fraternity and sorority leaders, but mostly from IFC or Panhellenic. Orientation leaders tend to come from NPHC. Interestingly, some areas like campus programming board, black student union, and LASO are not very fraternity/sorority represented.

Like I have seen on many growing campuses, the leadership balance tilts towards women. Men's groups tend to have a bit of a leadership void, while women's groups tend to have an abundance of leaders and emerging leaders. This is not just a fraternity/sorority issue at UNCC- the trend, according to participants, is visible in organizations across the board. For many chapters, the leadership is coming from underclassmen. More and more sophomores are taking executive board positions in IFC fraternities in particular "as retention and apathy issues grow." IFC fraternity chapter leaders expressed a concern that older members were "burning out" as seniors and drifting away from the chapter. "Sometimes we could really use that maturity and leadership,” noted one participant, "but when you were president as a rising junior you are kind of over it when you are done." Many chapters do not have officer transitions that are comprehensive and professional. Several chapter leaders complained that they were not transitioned well and had a steep learning curve when they took office. Providing chapters with transition assistance is a way the university can further aid an already strong leadership development component.

Suggestions:

1. Council leaders should publish and distribute data about how many fraternity and sorority members actually hold leadership positions on campus.
   a. This will help justify that fraternities and sororities provide substantial leadership for the entire campus as well as their own chapters.
   b. If possible, also include how many Greek students are in honor societies, athletic teams, etc.
   c. This will also be a good way for chapters and councils to realize what opportunities are out there that are not being filled.

2. The Office of Fraternity & Sorority Life and Center for Leadership Development should work with current chapter leaders to create comprehensive officer transition materials and programs for future leaders.
   a. The materials and programs can be distributed and facilitated at least once a year to chapters that may need the extra assistance.
   b. The materials can also be provided to chapter advisors so that they can facilitate transitions more consistently.
   c. The materials and programs should focus on how to be successful as a new fraternity and sorority officer.
   d. At the very least, provide this resource for Presidents, Treasurers, and Recruitment Officers.
e. Topical foci could include financial management; setting and upholding standards; college resources, policies and procedures; goal setting strategy; and role-specific training (recruitment, new member education, presidency, etc.)

3. Work with the Center for Leadership development to create some fraternity/sorority-specific leadership seminars. Perhaps target a specific level of leadership such as emerging leaders who are interested in becoming a chapter or council officer.

4. Continue to provide chapter and council leaders with opportunities to attend national and regional leadership conferences, seminars and institutes. Long term, identify ways to bring fraternity/sorority leadership programs such as IMPACT or UIFI to campus. These programs do cost some money, but could provide the leadership development breadth for all chapters that is missing.

5. Councils should aggressively promote campus leadership opportunities when they are available.
   a. Specifically target leadership opportunities in student government, residence life, orientation, peer advising, academic support, tour guides, etc.
   b. Also identify opportunities to sit on campus committees and commissions that impact the entire campus.

Recruitment
Observations

Nearly all chapters indicated that they wanted to have more members of high quality. Most chapter recruitment/intake practices are passive in nature and limiting to most chapters and need to be reviewed and changed on the chapter level.

High performing fraternities and sororities actively identify, target, engage, and recruit new members with a similar value set to join their organizations. They set and enforce recruitment standards, and are personal and intentional in their methods. Most of the chapters at UNCC (especially IFC chapters) still operate in an old-school "rush" mentality where they rely on passive advertising and event-based recruitment. They tend to wait for prospective members to come to them at recruitment events. Most chapters do not recruit or engage in marketing or public relations year-round, nor do they create or take advantage of existing opportunities to interact with non-Greek students. On a campus this size with these dynamics, there is no reason why the community could not be at 1500 students. IFC chapters could and should be at an average membership size of 50. Currently only 400 of 11,000 undergraduate men are in an IFC group. That is a staggering discrepancy and a red flag.
If chapters are serious about "recruiting more members and increasing the quality" of their membership, as many chapter leaders said, they are going to have to make some adjustments in their recruitment methodology. Education and training for chapters has been provided by the Office of Fraternity & Sorority Life in recent years. Most chapters have not adopted the methods that were taught by outside facilitators like Phired Up which have proven to be successful on other campuses. The few chapters that have become more focused on more individual based recruiting and less event-based recruiting have already begun to see success. The conversational skill level for many groups is poor. "Few chapters are having a real conversation about anything rather than fun stuff-so why would potential new members be able to join and be a contributor?" Many groups also struggle with how to set and stick to standards during recruitment. Especially with IFC and DGC fraternities, more members need to understand how to a) identify and get access to more students that meet their standards, b) sell the benefits and value of joining their organizations, c) handle objections and concerns, and d) learn how to close the deal.

Most students interviewed noted that they came to campus with an "Animal House" stereotype of fraternities and sororities, and that the fraternity/sorority community has not done enough to combat those perceptions or changing that image. I asked nearly 100 students that were not in a fraternity or sorority why they chose not to join. Here were the most common answers (in order of frequency):

- Worried about how it will affect my grades
- Don't want to be hazed/have my time wasted doing "stupid" things
- Don't know anything about them- never saw them or heard from them
- Don't see how they would improve my college experience
- Don't want to be associated with the heavy drinking and other behaviors

Many students who enjoy that stereotypical image are the ones that will actively seek out fraternities and sororities, while more "serious" students can only be found if they are intentionally sought out. Indeed, most leaders of the community are people who never thought they would join a fraternity or sorority. If significant progress is to be made in the next 5 years, more effort needs to be made by fraternity and sorority members to understand, believe in, act in line with, and promote the positive aspects of fraternities and sororities as a whole. This will allow them to reach more of those "never joiners."

Another big issue is the presence of alcohol in many recruitment events (not for all chapters, but some). This practice is only hurting those chapters from evolving.

The university and councils can and should continue to encourage and facilitate the change toward a more active recruitment/intake process. For fraternities and sororities to recruit more and better members, they are going to have to have more and better access to those "more serious" students. Currently, the access during orientation is adequate, but could improve. There are about 15-20 orientation sessions in the summer. The Fraternity and Sorority Life office participates with a 15 minute presentation. These sessions are always full. It is currently only staff that create and presents that piece. However, "there is no real follow up once the interest is created. We need to find a way to keep that interest and motivation alive." Perhaps creating a Greek Orientation team would be
beneficial. Students and parents could be organized and trained so they can participate in
different ways throughout the summer. This could provide a more balanced perspective,
and keep the interest of prospective members. Better contact with those who attend, as
well as an invitation to some fun and informational events would help. There is an
informal set of people that do this kind of thing already, but by formalizing this and
creating the training. Aside from Orientation, there is a need for all chapters and councils
to find ways to integrate themselves in the general community throughout the school
year. A Week of Welcome Block party happens on campus early in the semester.
Perhaps the fraternities/sororities can take better advantage of this for recruitment.
Another idea noted elsewhere in this report is to create a weekend late night event that
keeps people on campus instead of going out to the bars or parties. This could be
coordinated with other key groups like SGA, athletics, etc.

One thing is clear: you are not at a school where the majority of incoming students are
actively seeking ways to be Greek - so if you are IFC you need to do better than Hooter's
night and do more than put up a sign and see who shows up at your house. There is more
to recruitment than inviting people to your programs to see if there is interest if you are
DGC and NPHC. Panhellenic needs to find creative ways to target the best women on
campus to go through an admittedly "bulky and sometimes uncomfortable" formal
recruitment process. The key to this fraternity and sorority community evolving to the
next level involves the transformation of the recruitment/intake process here.

Suggestions:
1. Chapter and Council leaders, with the help of the Fraternity & Sorority Life staff,
should identify ways to create or change current operations and events to
showcase the positives fraternity/sorority community in a way that engages and
involves the entire campus community (especially new students).
a. Students are looking for organizations that provide academic support,
leadership opportunities, a commitment to service, and a strong
affinity/sense of connection.
b. Find events or programs that highlight those aspects of fraternity life, and
then find a way to invite, engage, and incorporate non-affiliated students
so that they can "live fraternity and sorority just a little bit and understand
what it really means."
c. Understand that not all chapters are ready for this yet- many are still in the
mentality that fraternity/sorority is merely a social opportunity. You may
need to be selective in the organizations that participate.
d. In discussions with participants, here are some ideas that seemed to
resonate with them:
   i. creating an after-hours academic tutoring program for freshmen
   ii. sponsoring a leadership program or seminar available to all
       students
   iii. sponsoring or preferably co-sponsoring one or more week of
       welcome activities such as a field day or midnight madness
       (recreational sports day for all freshmen).
iv. creating or cosponsoring an all campus single day or ongoing day of service

2. The Office of Fraternity & Sorority Life should create a Greek Orientation Team (GO Team) consisting of student leaders and parents to work alongside staff during the summer to promote fraternity and sorority life.

3. Every semester, the Office of Fraternity & Sorority Life should request a list of students who have above a pre-determined GPA and work with all councils to target them with personalized invitations to informational sessions about fraternity/sorority life.

4. All Councils should promote and provide structure/events for any and all opportunities on campus where fraternity men and sorority women could interact and engage new students
   a. Week of Welcome
   b. Move In Day
   c. Orientation

5. Continue to produce quality materials to go out in the summer to incoming freshmen. Consider creating materials to target 2nd year students who are leaders and scholars. Create a marketing plan that specifically combats the stereotypes.

6. Continue to provide chapters with recruitment training programs specifically targeting conversation skills.

7. The Office of Fraternity & Sorority Life should do its own marketing research annually.
   a. Target students that you desire - athletes, scholars, leaders that aren't Greek.
   b. Work with a marketing class or professor to create a survey and analyze data

Public, Campus and Community Relations
Observations

The public perception of fraternities and sororities at UNCC is generally neutral. A concerted and focused plan to improve relations and image will reap great benefits.

On the positive side, many participants noted there was a commitment to philanthropic work, campus involvement and leadership development. NPHC chapters in particular were seen as contributing greatly to campus programming. Panhellenic chapters were often complimented for their operational soundness and for the well rounded experience they provide their members. On the negative side, there was a strong connection to stereotypical behavioral problems, a lack of commitment to academics, a sense that
alcohol played too strong of a role in fraternity/sorority operations, a concern about hazing activities, and a feeling that fraternities and sororities were too often isolating themselves from the rest of the campus. Many participants commented that fraternities and sororities at UNCC are almost invisible at times. "Unless you are looking for fraternity or sorority life here, you will easily miss it." Others, even supporters of the organizations, noted that the marketing of events or the positive aspects of the organizations was often simplistic and easy to ignore: "I hope at some point they realize that A-Frames are not going to get people to come to events, nor are they going to get people to join their organizations."

Many of the student participants who were not in the fraternity/sorority community believe that the chapters, councils and university could do more to change their image. Here are some of the comments that were echoed with frequency:

- "Fraternities and sororities do a poor job of marketing and announcing their strong points - nearly everything they do that is good is done in private or with other Greeks."
- "95% of the time, I only see them when they are out drinking, so that is what I think they provide"
- "I wish more of them would do more co-programming with other student organizations, but only a handful are consistent about it."
- "Without more connection with the rest of campus - I don't mean an individual here and there, I mean a chapter or several chapter here and there - the image isn't going to change."
- "The fact that so many of them are housed off campus doesn't help"

The connection that fraternities and sororities at UNCC have with some key entities on campus is not up to par with the connection seen at high performing fraternity/sorority communities. There is a Greek Newsletter that is distributed to constituents. Non-greek students really don't read that and they don't get a good feel for the positive that the students do because they aren't participating in those kinds of events often. There are exceptions to that, but more can be done to include other organizations and the rest of campus. There are some significant student organizations where fraternities and sororities have little interaction and nearly no membership (Campus activity board, Orientation leaders, SGA judicial branch, etc.) "There are so many opportunities to co-sponsor events with other organizations. Money is available, programming expertise is available. All the fraternities and sororities have to do is take advantage." Still, fraternity and sorority members that were interviewed were very interested in changing these perceptions and becoming much more visible. Some leaders, however, felt that many of their members would like to "change perception without really changing behavior."

An opportunity exists to strengthen the relationship between the fraternity and sorority community and Athletics, to strengthen ties with faculty members, campus police, residence life staff, and all student activities areas. Very little neighbor relationship building is being done by chapters that are housed off campus. These kinds of public and community relations efforts are commonplace in more developed fraternity and sorority communities that are part of a surrounding neighborhood.
Chapter leaders also said they need to spend more time working on the relationship between chapters. Some non-Greek students agreed and noted "I don't really see them doing much together other than competing. They like to put each other down and it hurts them as a whole."

Suggestions

1. Council and chapter leaders need to identify ways to improve relationships and increase communications with the residence life staff and students.
   a. There is a perception among fraternity and sorority members that some staff members are anti-Greek, when many of the staff with whom I met were very interested in supporting the fraternity/sorority community.
   b. Greek leaders should meet with residence life staff, including the Director, to identify ways they can improve relationships and change their image.
   c. Co-programming opportunities should be explored and/or improved
      i. Move-in Day is successful, but could be better.
      ii. The first weekend of school could be an excellent opportunity for Residence Life and Fraternity/Sorority Life to partner with the campus programming board to provide safe, late-night, non-alcoholic programming that is fun, effective, well attended, and "cool."

2. The Office of Fraternity & Sorority Life, and council/chapter leaders should work with the Athletic Department to identify ways to improve their relationship with Athletics and athletes.
   a. Coaches are wary of their athletes joining- it is important to understand why and help bridge that gap.
   b. Greeks could be the impetus for increasing campus spirit for athletics especially for non-revenue generating sports.
   c. Consider implementing and adopt-a-team program with athletics.
   d. There is a great opportunity for co-programming. Athletes and fraternity and sorority members all have to attend a certain number of educational programs- perhaps some of them can be done together.
   e. Coaches at other campuses have been asked to help educate chapters on how to effectively recruit.
   f. The Athletics staff was very willing to discuss ticketing as an incentive or motivator for chapters that excel at parts of the relationship statement.

3. There are multiple opportunities to partner with departments on campus and other key student organizations. Chapters and councils should do so with intentionality. They need a plan that strategizes exactly how those partnerships can occur.

4. Chapters should evaluate every aspect of their operations and find ways to include the rest of the campus if possible.
   a. Philanthropies that are solely Greek attended should be expanded.
b. As mentioned in the Academics area, councils should explore a way of creating an academic tutoring program for freshmen.
c. Panhellenic should consider sponsoring or creating a leadership symposium for all women on campus.
d. Some of this is occurring - many of the NPHC programming events are well attended by a cross-section of campus, for example. The point is that this should be the norm for all councils and chapters.

5. Chapters should find ways to create a stronger relationship with the Dean of Students, Provost, Vice Chancellor for Student Affairs, and the Chancellor.
   a. Personally invite them to every service project and philanthropy event.
   b. Council and Chapter leaders should coordinate at least one summit a year with each of these administrators to discuss vision and goals, expectations, and how to improve relations.
   c. Chapters should consider inviting them to chapter meetings once a year as well.
   d. The key here is to have conversations and discussions with these administrators without an incident or crisis being the impetus for discussion.

6. Councils should work with the Provost and faculty members to find ways to improve relations with the faculty as a whole.
   a. Invite faculty to be a part of tutoring program or course reviews for midterms and finals.
   b. Create better faculty appreciation events.
   c. Identify faculty that are Greek and invite them to programs or events. Also consider using them as a 'sounding board' where they can provide chapter leaders with feedback on how to improve faculty relations.
   d. Involve faculty in the conversation about how to improve chapter academic performance, how to combat stereotypes, how to recruit faculty advisors, etc.

7. College administrators with Public Relations expertise can provide chapter and council leaders with education on marketing themselves better. On some campuses, the VP of Public Relations holds a seminar with chapter PR officers once a year.

8. Work with the Division of University Advancement and the Office of Public Relations to include fraternity and sorority highlights and success stories on social media, campus calendars, UNC Charlotte Magazine, and other publications that target faculty, alumni, staff, parents, etc.

9. Councils should consider making one day a week voluntarily "Greek Letter day" and ask chapter members to wear their letters on campus to increase visibility.
10. All five councils should consider doing marketing research annually to gauge student perspective on fraternities and sororities. Perhaps work with a marketing class to create, distribute, and evaluate surveys.

11. Chapters housed off-campus should organize a neighbor relations campaign that includes events and programs in order to create a stronger communication and relationship between chapters and their neighbors.

**Service and Philanthropy**

*Observations*

*Service and Philanthropy are two of the strong points of the UNCC fraternity and sorority chapters. Not enough of it is done together as a community, and not enough involved non-members.*

One of UNCC's goals is to create engaged citizens. Philanthropy and community service are two of the ways that fraternities and sororities help to achieve that mission. High performing fraternities and sororities provide a significant amount of philanthropy (raising funds for charity) and service (hands-on assistance to those in need) to their surrounding community. This is definitely happening at UNCC. The latest figures show that nearly 15,000 hours of hands-on service, over $18,000 and over 19,000 articles of clothing or food were donated by the fraternity/sorority community last year. Still, not all chapters track their hours and money donated so the impact may be even stronger than is documented. That is impressive.

There is always room for improvement, however. Chapters and councils should also place more emphasis on hands-on service projects. Both should be done at the individual, chapter, and community level. Chapters should work together with other entities on campus to create some very meaningful service events for the local community. Chapters and councils should consider cosponsoring hands-on service projects with other student organizations and even the residence hall students. Too many events are marketed poorly to students outside the fraternity and sorority community. The university can provide assistance and support by adding these kinds of events to their online calendars, and by having a stronger presence at these events.

**Suggestions**

1. Council leaders and the Office of Fraternity & Sorority Life should partner with the Volunteer Outreach office to create an ongoing service project in the area. Perhaps the UNCC fraternity/sorority community can adopt a school that is in need of after school projects, reading to children, athletic tournaments, etc.

2. UNCC should try to have fraternity/sorority philanthropy and service projects advertised on their campus calendar and web pages.
3. Chapters should evaluate their current philanthropy and service events and identify ways of them to include a larger chunk of the campus population - not just fraternity and sorority members.

4. UNCC should find more public ways of recognizing those chapters that excel at community service and philanthropy. It is one of the university's key values and the fraternity and sorority community really does play a key role in this area.

5. Chapters should partner with other service organizations on campus to do joint community service projects. This is an excellent way to make a stronger impact in the community, become less isolated, and can be helpful for recruitment.

6. The Office of Fraternity and Sorority Life should start thinking about creating an annual service immersion opportunity for members. Some campuses have an alternative spring break, or a fraternity/sorority relief project that targets hard hit areas in the country (like New Orleans after Katrina, Memphis after the flooding, or Alabama after the tornado.)

**University Support/Staffing**

*Observations*

As noted earlier in the report, nearly all participants felt that the support and level of service coming from the Office of Fraternity and Sorority Life was excellent. From an outsider's perspective, I can tell you that for a community this size, the amount of resources and support is quite good. Staff are committed to improve the community and the results are beginning to show. The office has a $35,000 budget in a typical year. This is a well funded office and the money is managed well now. There was an embezzlement scandal a few years ago that could have crippled the councils and destroyed the relationship between councils and the administration. Luckily, the current staff has regained the confidence of the students. Staff feel that a larger budget could provide them with opportunities to do even more. The focus needs to be on helping chapters learn how to sell their experience, bulking up the marketing, improving faculty relations, and creating events that provide mingling opportunities with non-Greek students. There are also opportunities to expand on some of the great leadership programming. For example, having a campus-based UIFI so that general members get intense leadership training.

Office space is sometimes seen as a visibility issue. There is an office in the Student Union for the councils, but it is difficult for 4 councils to share a small office and the councils haven't figured out a way to keep that office occupied consistently. No office in the Union for the staff. This is not a crucial issue, but would certainly put fraternities and sororities in the main stream of campus activity. Students come to the Cone Center, "but it is separated, no wireless connection, not the center of activity." In some ways this contributes to the lack of visibility and isolation.
There has been some conflicts recently with SGA and funding issues. Still, this is one of the few campuses that have moved towards accepting fraternities and sororities as legitimate recipients of SGA money so in that manner the chapters and councils are enjoying a great benefit. Students feel that outside of Michelle and Matt, they get little support or recognition from the rest of the university administration. "Dr. Howard does come to some stuff, but more often than not chapters tend to meet her when they are in trouble." In some ways the university could do a better job of actively promoting the fraternity and sorority experience. However, it is hard to argue that the resources and commitment to the community is not there. Few universities take on a residential project for fraternities and sororities such as Greek Village these days. Several administrators said they were very interested in helping to empower the students to make positive change. "Too often things are done for them. It is rare that they come together and ask for something in a measured and organized manner. More often they complain about things but don't work together to find a solution. We need to help them do that." There are opportunities for the faculty and staff to be more visible, vocal and consistent in their support of fraternity and sorority life on campus. Although it will be time consuming, university staff (not just Fraternity & Sorority Life staff) should go to chapter meetings—perhaps one chapter a semester, to give them the opportunity to provide feedback, discuss expectations and issues, control rumors, create a better relationship, etc. There is also an opportunity for the Vice Chancellor for Student Affairs and the Chancellor of the university to be invited to events, or to come to speak to the fraternities and sororities about desired experience, etc.

Suggestions:

1. The university should explore ways to better incentivize the fraternity/sorority operational areas they feel need growth.
   a. How can you reward chapters that are "doing it right" - excelling in academics, new member education, and campus involvement.
   b. Work with council and chapter leaders to identify incentives that would mean something.
   c. Don't be afraid to treat chapters differently - if one chapter is doing very well academically, it is ok to provide them with incentives that other chapters may not get.

2. Council leaders should work with the Provost, Director of Housing & Residence Life, Dean of Students, Vice Chancellor of Student Affairs and Chancellor on a plan that outlines specifically how the fraternity and sorority community could gain more public support and/or recognition from those administrators.
   a. "Sometimes we just want to hear from the university that we are doing the right things - not just from Michelle and Matt, but from the bigwigs."

3. Each council should identify specific events that they would like university administrators to attend and personally invite those administrators.
a. Obviously, this cannot be for every event that takes place—be selective, and be professional in how the invitation is made, how the event takes place, and the timeliness of the invite.

4. University officials should try to be more visible and supportive at as many positive fraternity/sorority events as possible
   a. In particular, the students were seeking support and visibility from the President, Vice Chancellor for Student Affairs and Dean of Students.
   b. Key events could be determined and highlighted by the Fraternity and Sorority Life staff.

5. The Office of Fraternity & Sorority Life should work with the Office of University Development to create a Greek Leadership/Scholarship fund where alumni or others can make donations.
   a. Include that option on the online giving website (giving.uncc.edu) and promote it to all fraternity/sorority alumni.
   b. Begin creating a relationship between fraternity/sorority undergraduates and the Development office so that they have a strong connection to the institution when they graduate.

6. All councils should identify offices and departments where they need to be more strongly connected and actively pursue ways to create those relationships. Here are some that come to mind:
   a. Campus Police
   b. Residence Life
   c. Athletics
   d. Faculty
   e. Orientation
   f. Alumni Affairs

7. Explore ways to provide additional staffing support for the Office of Fraternity & Sorority Life
   a. Short term, find ways to add a graduate student position for the office
   b. Long term, as the community grows to about 1500 students, the university should consider adding a third staff member—either part time or full time, 10 month or 12 month.

**Relationship Statement, Standards and Accountability**

*Observations*

In recent years, UNCC and the fraternity/sorority community adopted a relationship. The relationship statement is intended to set standards and hold chapters accountable for operations, and also a way to measure and hold the university accountable for their
support of the fraternity/sorority community. The documentation process is cumbersome and difficult according to some chapters because of the size of the paperwork and the need to show proof and documentation of what they do. Not all chapters submitted awards packets tied into the relationship statement expectations. Administrators feel that the accomplishments are there, but the process is difficult so some chapters do not even apply. Students and administrators both felt that "more was actually being done than was documented" and that "something needed to be done to encourage more chapters to apply for awards and highlight all the good things they do." This is one of the areas where the students and chapter advisors need to be empowered. The staff should sit down with students and advisors to streamline the reporting process.

IFC chapters have been the least responsive to the relationship statement expectations and the awards process (this past year only one chapter submitted an awards packet). Historically national organizations fought the creation of this document - perhaps this is part of the issue. At least one chapter advisor noted he didn't like the university telling them how to run their chapter, but at the same time saw that the relationship statement did "force the issue of the chapter providing a more balanced experience for members." One sorority advisor concurred, "The collegiate students today aren't as civic-minded. This helps them get back to their core values and the values of the sorority."

One criticism of the relationship statement is that "nothing really happens to the chapters that ignore the document. We have had chapters below the minimum GPA for a while, and nothing happens. We have chapters that don't even turn in the document and they get the same benefits as our chapter that crosses every T and dots every I. If you consistently underperform to an agreed upon standard, you should be held accountable." Several participants in the study said that there needs to be a review and revision of the incentives for the program. Chapters that excel at the criteria should get some "meaty" positive incentives.

Chapters internal standards are inconsistent. About half of the chapter leaders said that they sometimes struggled with enforcing basic standards (financial obligations, academic performance, behavior) consistently. Councils often have a hard time holding chapters to a set of standards. IFC and Panhellenic have shown a willingness to enforce grade standards, but NPHC and DGC struggle to do so. University administrators would like to see the fraternities/sororities hold themselves accountable more consistently at the chapter and council level. Indeed, this higher level of accountability is the next step in their evolution. The university can empower fraternity and sorority leaders to hold each other more accountable by making some changes to their council judicial processes.

Suggestions

1. The Fraternity/Sorority Matrix team should meet periodically with chapter and council leaders as well as chapter advisors to review and revise the relationship statement
   a. Ensure that the priorities and expectations for chapters are in line with the vision and values of the organizations
b. Evaluate the reporting process and ways to streamline it

c. Evaluate over programming that may be a result of the relationship statement and ways to avoid it

d. Evaluate and improve incentives (both negative and positive) for chapters that fail to perform, perform adequately, and perform above and beyond the expectations.

2. Review and revise the council judicial processes so that they can handle more organizational violations of the student conduct code, and not just constitutional violations.

   a. This could work as a parallel or adjunct function of the student conduct office such as the process that Residence Life has.
   
   b. Student conduct officers can train council judicial board members.
   
   c. A staff member from Fraternity & Sorority Life and/or Student Conduct Office should participate in all hearings.
   
   d. Ultimately, findings of responsibility and sanctions should be sent as recommendations to Student Conduct, which can approve, remand, or rescind the decisions.
   
   e. Appeal procedures could follow the same steps that exist now.

3. The Offices of Fraternity & Sorority Life and Student Conduct should create and offer educational programs and training for chapter leaders on how to set and enforce internal standards, conduct hearings, etc.

4. The college should make any organizational sanction public (including non-greek organizations).

5. A Memorandum of Understanding between campus and city police departments that addresses information flow between the agencies is needed in order for UNCC to more efficiently deal with off campus violations of the student conduct code.

__Expansion/Extension/Recognition__

Observations

There are strong benefits to being recognized: access to money avenues such as SGA, access to rooms and meeting space for free, access to the advising staff, access to Greek-specific leadership development, access to orientation events.

The campus has made a commitment to expand to IFC and Panhellenic chapters. Adding new chapters tends to create a new energy and sense of "raising the bar" for Panhellenic chapters. As new Panhellenic sororities come in, they will work to target a new population on campus and grow the sorority community. The Office of Fraternity & Sorority Life should be working closely with the IFC chapters that are interested in
coming to campus to make sure their colonizations are successful. NIC groups have a lower success rate with colonies than do NPC groups. The keys to success are going to be helping them with recruitment efforts, finding and sustaining strong advising teams, and helping them see the need to "be different from the fraternities that are already here."

Suggestions:
1. Continue to evaluate the benefits of being a recognized fraternity or sorority on campus and find ways to provide incentives for chapters that are excelling at their missions and the relationship statement expectations

2. Continue to evaluate the climate for expansion to UNCC and promote the opportunity to strong national organizations

Alumni/Advising
Observations
The chapters on campus that have active chapter advising teams are the ones that are most successful. This type of support is needed for all of the groups if the fraternity/sorority community at UNCC is going to truly evolve. More chapter alumni from other campuses need to be recruited. Non-Greek volunteers can also be used to help advise/mentor groups. Faculty and staff, in particular, should be encouraged to become advisors.

In general, there is inconsistent chapter advising, especially for many IFC and DGC chapters. They need more consistent guidance and support from alumni and/or volunteers. There are many young alumni involved with UNCC chapters, but a lot of them are from the UNCC system. Adding some alumni advisors from other chapters (or even advisors who aren't alumni) will add breadth to the perspectives. This should not be a problem in the Charlotte area, but it will take some coordination with national headquarters.

Advisor meetings take place periodically but aren't always well attended. There are a good core group of advisors that can be utilized to energize, recruit, and help train and guide others. Currently they meet once a semester- perhaps having an additional advisors meeting in the summer would be beneficial for planning, feedback, etc. Another option would be to utilize some advisors as help in specific areas. For example- men's recruitment: they need conversation skill building, etc. As noted above, the role of the faculty advisor is not clear and most chapters either do not have an active faculty advisor or underutilize the one they have.

UNCC can be helpful by helping chapters to identify and recruit supportive alumni and volunteer advisors. The university can and should also provide alumni with information about their chapters and the fraternity/sorority community on a consistent basis. Finally, the college should help create guides and training materials and programs for all chapter and faculty advisors.
1. Include events and updates that might be of interest to Greek alumni on websites and calendars. For example, the Niner Connection homepage. You may even consider having a Greek Alumni link.

2. The Office of Fraternity & Sorority Life should create a faculty/staff survey to identify those who are members of fraternities and sororities as well as those who might be interested in serving in a volunteer advising role.

3. The Office of Fraternity & Sorority Life should work with the Alumni Affairs Office and chapter advisors and leaders to update and synthesize each other's alumni databases on a regular basis.

4. The Office of Fraternity & Sorority life should consider having a third meeting with chapter advisors that includes faculty advisors and at least partially addresses faculty relations, academics, and the emphasis on academic performance in other operational areas such as recruitment, new member education, standards, etc.

5. The Office of Fraternity & Sorority Life should create chapter and faculty advisor job descriptions, guides/manuals, and training sessions.

6. The Office of Fraternity & Sorority Life and VP of Advancement (along with the Office of Alumni Affairs) should create and promote a "Greek Fund" that could be used for scholarships and programming for fraternity and sorority members.

Diversity/Race Relations

Observations

Diversity is a core value of the university. Because of their importance to this institution we tried to gauge the fraternity/sorority community's attitudes and commitment to diversity.

Many participants said that there was a subtle but clear race issue on campus and in Charlotte in general. Others said that fraternities and sororities from different council are beginning to interact more - in no small part because of the Relationship Statement. While many of those interactions are short term and on a programmatic level, (and in the opinion of some a "forced but important interaction") it is a good start, better than what I have seen on other campuses, and certainly better than the interaction of the general student population. While cultural diversity within chapters is not formally tracked, it does not appear to be common for most groups. Only a handful of chapters have a representation that is similar in makeup to the campus population makeup. However, it should be noted that this same issue is true for a great number of campus organizations.

Suggestions:
1. Continue to promote diversity programming in the relationship statement and recognize chapters that excel at this aspect of operations.

2. Keep more accurate records of cultural diversity within chapters if this is a priority for the campus and the community

**Priorities for Councils:**
While the majority of this report provides observations and suggestions that span all four councils, I wanted to provide some specific priorities for each council. Please understand that many things are going right for these councils, and that these priority areas are merely where I believe the councils need to focus their energy in order to evolve. My opinion on the biggest challenges and priorities for each council are below:

**DGC**
DGC chapters' biggest issues deal with recruitment. Not too far behind are academics and new member education. The chapters, specifically the fraternities, have issues sustaining membership and consistently have issues with the minimum membership size requirement (8). Chapter members need to better understand how to sell their experience well and to explain what value they provide for members. There also has to be a way to get them more and better access to the students they target...better relations with LASO, etc. for example. The lack of membership also creates a financial resource issue. Academically, 2/3 of the chapters are underperforming which is going to hurt their ability to bring in new members. The academic performance of new members is the lowest of any council, which indicates to me that either the new member processes are flawed, or that no academic standards are being used to bring in new members. I suspect both of those play a role.

**IFC**
IFC chapters (with a handful of exceptions) seem to be the least engaged with the relationship statement, and were depicted as "unmotivated to be anything other than just ok." By their own admission, leaders noted that "chapters have their priorities out of whack: they would rather win Greek Week than any of the Greek Awards." In my opinion, the IFC chapters at UNCC are about average (compared to fraternity communities this size) from an operational standpoint. Many chapter members said they "want fraternity life to be more like UNC-Chapel Hill" but they didn't seem to understand or willing to do the hard work needed to have that kind of operational excellence. They have not evolved to a more active and targeted recruitment philosophy, so many chapters are at the mercy of who shows up for rush events. The results are predictable- half or more of the chapter wants to keep things the way they are, and chapter leaders that want progress are unable to get significant cultural change to occur. This is a recruitment issue plain and simple. If they don't start recruiting differently, they are not going to change. The chapters that have made the switch have been able to move ahead operationally.
IFC chapters also should focus on new member education, as they indicated having retention issues (and new member grades were below average). Three other priority areas are academics, consistent advising, and internal standards/accountability.

**NPHC**
NPHC and NPHC chapters program extremely well - maybe too well because they all talked about how over-programmed they feel. NPHC tries to put a joint calendar together at the beginning of the year but other events are planned that overlap. They are almost all operationally sound and have stronger finances than most NPHC chapters I have visited. Even as a council, they are financially sound - in fact they don't know what to do with the money they have. They have fundraisers because that is standard operating procedure for many NPHC's, but they also utilize available monies and resources well. NPHC's academic performance is their biggest issue, followed closely by their new member practices.

**Panhellenic**
While recruitment is not the critical issue for Panhellenic sororities, there is always a need to make it a priority - especially with new chapters joining the community in the next six years. There is definitely a demand to join, but Panhellenic could be better with targeting potential new members and will need to be as expansion occurs. The chapters are good operationally and financially sound. Panhellenic chapters have stronger advising generally than the other councils and that contributes to their sound operations. Their focus needs to be on improving their grades as a council and involving non-Greek students in their positive aspects such as service, academics, and leadership. Preparing for the expansions of Kappa Delta, Alpha Chi Omega, and Kappa Alpha Theta are going to be important as well.
CONCLUSION

In my opinion, the fraternity and sorority community at UNCC is above average and has made some tangible improvements in the past 24 months. The desire to continue to improve is encouraging, as many communities tend to plateau after change occurs. UNCC is a growing campus, and the administration is interested in having a strong fraternity and sorority community - this is also encouraging and points to a period of operational improvement, chapter and council growth, and a stronger relationship between the campus and the fraternity/sorority community.

The changes suggested in this report will take a great deal of work and cooperation from both the fraternity/sorority community and the university. It will also take a change in philosophy and gut reaction from "that can't happen here" to "how can we make that happen here."

I believe the Greek Matrix team is going to be taking this report and creating a strategic plan from the data and recommendations therein. I would humbly like to suggest that the team also elicit constant feedback from students, advisors, and alumni as they put a plan together. The process of creating a strategic plan is sometimes as important as the results and you want to make sure all constituents have a hand in that creation if possible.

Because of some conflict in the past, there may be some skepticism and mistrust on both sides as plan gets created. While this is to be expected, it should not be allowed to impede the long term progress that is needed if the fraternity/sorority community at UNCC is to become more high performing.

I will be available to you and your community for the next year to help you work through the report and any implementation of the ideas within. I have also been contracted to come in and help facilitate the strategic plan formation, and I look forward to working with you on that.

On a personal note, I wanted to thank the students, alumni, faculty, and staff with whom I met while I was there. I have been to over 150 campuses and this was among the most enjoyable experiences I have had as a consultant. The hospitality was great, but more importantly, the desire to become better and learn how to improve the community was genuine and powerful.
Members of a fraternity/sorority can have different connections of affiliation with that organization. The most basic is the connection to the club-like activities that organization provides (social events, intramural participation, etc.). This is the most common connection, especially for those who join without a recruitment effort that emphasizes the deeper meaning of fraternity/sorority. This is also the weakest connection in that once those activities are no longer desirable or available; a member’s loyalty to the organization is lost. This is not necessarily an unhealthy connection unless those club-like activities are illegal, demeaning, or dangerous. It can, however, be a very superficial and temporary connection as people tend to grow out of their needs for these activities at some point. Most members that see the fraternity only as a place for these activities become dead weight or disappear after graduation.

Some members seek out or grow into a loyalty to the close camaraderie and bond with fellow members, termed brotherhood or sisterhood. This loyalty extends beyond just the club-like activities, although those activities often help promote the brotherhood and sisterhood of a chapter. On a base level, this can be a very healthy connection to the organization, nurturing long-lasting friendships and helping students learn to work and live closely with one another. The danger with this being the deepest level of connection to the organization is that members often fail to hold each other accountable for questionable behavior in an effort to maintain loyalty to one another. There is little confrontation or peer accountability.

The most difficult but meaningful affiliation to a fraternity/sorority one can have is that to the core values and ritual of the organization. When one is connected at this level, one understands the true purpose of the fraternity movement and can uphold and defend the ideals of the fraternity, while still maintaining a sense of brotherhood/sisterhood and an enjoyment of the club-like activities the fraternity/sorority has to offer. To reach this level, most members need to have
the core values emphasized quite often (recruitment, new member education, member education, standards hearings, chapter meetings, etc.).

High performing Greek communities have a majority of members connected to the core values and ritual of their organizations and the Fraternity/Sorority community at large.