

**REPORT OF THE GREEK LIFE  
STEERING COMMITTEE**  
June, 2001

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## Overview

### Preface

The critical issues concerning Greek organizations at Dartmouth College are not new; nevertheless, fundamental change has been avoided for a number of years. The committee recognizes that an instant solution does not exist. However, the rich store of statistical data and anecdotal comments argues against more study and more rhetoric. In April of 2000, the Board of Trustees provided direction and impetus to the development of solutions to these long standing issues through the Student Life Initiative. At the direction of the Board of Trustees, the Office of Residential Life formed a Greek Life Steering Committee early in the Fall Term of 2000 to develop new practices and standards that would result in a significantly improved Greek letter system at Dartmouth. Throughout seven months of debate and deliberations the thirty-one-member committee worked collaboratively to develop an over-arching vision and a set of operational principles. A values-based foundation, encapsulated within the Guiding Principles, provided the essential tool for subsequent phases of the committee's work (see Appendix C for a complete description of the committee and its methods). The committee's plan is designed so that effective September 2001, Dartmouth College Greek organizations will have *three years* to adopt principles, practices and procedures that assure social responsibility, and full participation in the College community.

The framework for the development of healthy and successful Greek organizations presented in this report focuses on relationships, resources, programs, expectations, and administrative support. More explicitly, the committee has constructed a three-year quality improvement plan including tangible strategies for assisting Greek organizations. This plan provides for annual assessment to evaluate the incremental progress of each organization. While the improvement strategies are ambitious; we believe they can be implemented within the next three years. A majority of the Greek organizations at Dartmouth are ready to embrace higher expectations, to work toward significant improvements and to be held accountable to their own values and those of Dartmouth College. Groups who choose to maintain the status quo will find their organizations faced with a short-lived future.

### The Guiding Principles: A Resounding Consensus

The Guiding Principles are a composite of the Dartmouth College mission statement; the five value statements from the Committee on the Student Life Initiative Report, including *The Dartmouth College Principle of Community*; and individual chapters' mission statements or statements of purpose. The Guiding Principles received the unanimous support of the committee.

### *Dartmouth College: Greek Community Guiding Principles*

As participants in the Dartmouth College community, we are all responsible for seeking individually creative and innovative ways of engaging in campus life while simultaneously serving as stewards of a common set of values. The Dartmouth College Greek community exists to complement the educational mission of the institution, to enhance the quality of campus life, and to provide opportunities for social interaction that result in personal growth. As members of the Dartmouth community, Greek members agree to uphold the following commitments:

**Scholarship**

*to the pursuit of knowledge, with individual academic excellence as the primary goal.*

**Leadership Development**

*to fostering skill development for use within the Greek community and the broader community.*

**Service / Philanthropy**

*to fostering an ethic of support and care through community involvement and outreach.*

**Brotherhood / Sisterhood**

*to establishing and nurturing lifelong friendships among all members.*

**Inclusivity**

*to building a community that embraces diversity and appreciates differences in thought and opinion.*

**Accountability**

*to dealing responsibly with choices, decisions, and actions, and to maintain the integrity of these principles by insisting that all members live up to them both in spirit and action. It is understood that Greek organizations are accountable to Dartmouth College and the Dartmouth community, to the membership of each individual organization, and to their Greek peers.*

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**The Guiding Principles in Practice**

With the Guiding Principles as a foundation, six student-chaired subcommittees developed methods and practices for organizations to employ as they transform themselves over the course of the next three years. The following are only a sample of the tangible strategies the Greek community will employ (the exemplars noted below are explained in detail in the Strategies for Implementing the Greek Community Guiding Principles):

A Grade Point Average of 2.30 will be the standard for Greek participation.

As of January of 2002, individual students will need to have at least a cumulative 2.30 grade point average, or a 2.3 term grade point average during the term immediately preceding rush in order to participate in recruitment activities or join an organization.

Organizations must maintain at least an aggregate 2.30 chapter GPA to maintain their organizational privileges.

Council leaders will assist organizations in establishing a Faculty Mentor program for their members.

The Greek Councils and the Office of Residential Life should consult more frequently with the Office of Alumni Relations. This partnership will serve as a tool in supporting Greek organizations in their quest to recruit additional alumni advisors, and to communicate with their alumni more effectively.

Individual organizations will be required to have an established active advisor or advisory board in place by the end of Winter Term of 2002.

Each organization and Greek Council will expand or establish the position and duties of Service/ Philanthropy Chair.

An executive leadership position should be dedicated to further integrating service and philanthropy as a responsibility of the Greek community.

Greek community events will specifically include service among their regular activities.

It is our firm conclusion that hazing has no place in any organization. Greek organizations support the value of brotherhood and sisterhood, and therefore, must not tolerate any form of hazing.

The president of each organization will be responsible for assuring that inclusivity is a priority in the way the organization conducts itself in all endeavors.

The best public relations plans are communicated through one-on-one student interactions. In order to recruit, retain, and to promote the value of inclusivity and diversity, Greek students must begin focusing on recruitment as a year-long process, and acting consistently with these values at all times.

By the end of the Fall Term of 2001, each Greek organization must have created a *Code of Conduct*. This document will list inappropriate actions and their consequences. The Code will clarify both tangible and ethical infringements.

Clearer communication of all policies on all levels is necessary; making policies available on-line may increase student accessibility to this information.

The administration must be supportive and consistent; they too must follow and support the rules that they create. Open, honest dialogue is crucial to develop a trusting partnership between the Greek community and the administration.

The current social event monitoring process is not working. By the end of the Summer Term of 2001, Greek Council leaders, Office of Residential Life staff, Safety and Security staff, and other College staff, will assess, revise, and rewrite the social event monitoring protocols for both the Greek community roving peer monitors and the Safety and Security monitoring officers. These monitoring procedures will be implemented upon completion.

Additionally, the Greek community should host at least one “expert” educational speaker a term for their members, with a special emphasis on speakers addressing risky behaviors within Greek organizations. Similarly, all New Members should receive risk management education within the first two weeks of association with the Greek community.

In addition to implementing the preceding strategies, the Greek community needs to communicate the actions and progress towards fulfilling the aims of this quality improvement plan. Therefore, the committee recommends that the Greek community execute a comprehensive public relations effort. The Greek Councils should communicate the progress of the Greek community as frequently and as broadly as possible.

### **Assessment, Evaluation, & Implementation**

Assessment and evaluation are important components for the Greek community. The implementation process will be carried out in the following fashion:

1. The Office of Residential Life will be responsible for collecting base-line data from every Greek organization throughout Spring, Summer, and Fall Terms of 2001. The completed data will provide detailed descriptions of programs, activities, and organizational management practices currently employed in each organization.
2. Greek organizations will submit an annual Action Plan based on the Greek Community's six Guiding Principles to the Office of Residential Life by November 1, 2001. The Office of Residential Life, in conjunction with leaders from each organization, will review this plan for realistic and achievable goals. Action Plans that do not explicitly focus on progress towards meeting the Guiding Principles and striving for excellence will not be accepted.
3. Action Plans will be filed with the Office of Residential Life. Each organization is responsible for successfully completing its Action Plan within the allotted time. Subsequent due dates for plans will be coordinated with the overall administration of Greek organizations.
4. Upon expiration of an annual Action Plan, the membership of each organization will go through a review process with the Office of Residential Life. The Office of Residential Life will compare baseline data with actual implementation of the Action Plan. This progress and evaluation will be the basis for constructing the subsequent year's Action Plan. Progress must be indicated in all areas to continue to receive organizational privileges and/or recognition. Repeated problems or failure to fulfill Action Plans will be grounds for withdrawal of recognition.
5. In order to assist organizations in preparing their first Annual Action Plan, an Action Plan Advisory Group will be formed beginning in the Summer term of 2001. This group, with the assistance of the Office of Residential Life staff, will assist Greek organizations in completing their Action Plans by November 1, 2001. The advisory group will be charged with identifying potential pitfalls in organizational Action Plans. The Advisory Group will work to match organizations with the expertise of Dartmouth officials and offices. Additionally, the Advisory Group will offer suggestions to organizations based on the information and ideas presented by the Greek Life Steering Committee and its sub-committees.
6. Throughout the initial phase of Action Plan development and report implementation, the Action Plan Advisory Group will be readily available to explain the rationale of the Greek Life Steering Committee report, and to serve as a sounding board for Greek organizations as they develop their Action Plans.
7. An Action Plan guidebook/ manual will be generated and made available to both the Action Plan Advisory Group, and every Greek organization. This guidebook will be provided with all of the suggestions generated from the Steering Committee process. It will serve as a resource tool as organizations develop their Action Plans. In addition to the resources provided by the Office of Residential Life, organizations will be encouraged to avail themselves to the resources and expertise of the various offices and officials of the College. This may include, but is not limited to: Health Services, Tucker Foundation, Women's Resource Center, Career Services, Student Life, and the Equal Opportunity and Affirmative Action office.

## **Facility Baseline Data**

The Fuller physical plant audits, commissioned as a result of the April 2000 letter from the Board of Trustees, are providing an excellent base-line assessment of the Greek facilities. Periodic evaluation of the physical plant will continue as an important aspect of administering Greek organizations through the Office of Residential Life. The committee acknowledges the distinctions between the physical plant aspects and the organizational viability aspects of Greek participation. With respect to this report we have separated organizational issues from physical plant issues. The intention of separating these factors was to deliberately concentrate on the collective organizational characteristics of each of the twenty-five Greek organizations. All Greek groups will be held to a consistent set of ideals and expectations regardless of their residential occupancy.

# **Strategies for Implementing the Greek Community Guiding Principles**

## Scholarship

*A commitment to the pursuit of knowledge, with individual academic excellence as the primary goal.*

One of the stated goals of the Greek community is to support, encourage, and celebrate the academic accomplishments of its members. The recommendations that follow aim at ensuring that scholastic and academic development are cultivated in Greek organizations.

Each Greek organization shall make it clear to members that its primary responsibility is to academic life.

- Recent data suggests that most members of Greek organizations maintain high academic standards. [The Winter 2001 Greek academic report indicated that the all-Greek GPA was 3.29, compared to the all-undergraduate GPA of 3.29, and the GPA of the Classes of `01, `02, and `03 being a 3.28. The all-Greek GPA range for the 26 groups was 2.90 – 3.55, with 17 groups at or above 3.29, and 9 groups below.] In order to correctly evaluate and interpret information regarding the academic health of Greek organizations, the Office of Residential Life (in conjunction with the representatives from the Office of the Dean of the College) will report comparison data of each term's grade report including the all-sophomore GPA, the average GPA term by term, for males, females, and overall sophomore through senior classes.

A Grade Point Average of 2.30 will be the standard for Greek participation. At this point in time, the College does not have an academic grade point requirement to participate in extracurricular or athletic activities at Dartmouth College. However, as members of an academic community, students should achieve a grade point average that reflects a commitment to academic accomplishment before having the privilege of taking on additional priorities. Consequently, Greek organization members must demonstrate the ability to maintain a grade point average that depicts their dedication to academics above all other organizational and extracurricular responsibilities. Moreover, members of Greek organizations (or any extracurricular group ideally) need to be encouraged to achieve a moderate level of academic performance, by achieving a 2.3 GPA, before committing to an activity that demands a certain level of time investment and personal commitment.

- As of January of 2002, individual students will need to have at least a cumulative 2.30 grade point average, or a 2.3 term grade point average during the term immediately preceding rush in order to participate in recruitment activities or join an organization.
- Organizations must maintain at least an aggregate 2.30 chapter GPA to maintain their organizational privileges. Failure to meet this standard will result in the revocation of social privileges, and/or will jeopardize an organization's continued College recognition.

Organizations will be responsible for constructing a Scholarship and Academic Achievement section to be included in their Annual Action Plan.

- Plans will include the following: an explanation of the day-to-day organizational activities and rules that help promote academic and scholarship success; provisions for members that fall below a 2.30 GPA, or are on College academic probation; provisions for recognizing members who have excelled in scholastics and academic life; provisions for communicating the organization's scholarship program to potential members during

recruitment/rush; provisions for involvement with individual faculty or academic departments, provisions for regular events which enrich the intellectual and academic lives of their members and the broader Dartmouth community. These events may include such activities as presentations by Dartmouth faculty, staff and students on their research interests and experiences, panel discussions, debates, field trips, and academic contests.

- ❑ If the College has placed a student on Academic Warning, Risk, Probation, or Suspension, s/he shall work out an academic improvement plan with the organization's Scholarship Chair and Faculty Mentor (or other appropriate organization officers). The improvement efforts may include limits on participation, such as releasing an individual of their responsibilities as an officer, or restricting the amount of time involved with organizational activities. Failure to meet academic expectations may be grounds for an organization to adjudicate, place a member on inactive status, or call for a member's resignation so that the individual can more appropriately satisfy their educational responsibilities.
- ❑ To assure that the physical environment supports members' primary needs for academic success, organizations should provide for study spaces, access to technology, and quiet time to assist members in meeting their academic goals, and to demonstrate that Greek organizations prioritize their academic obligations. Necessary physical plant improvements to study and library spaces should be planned for in the context of future renovations. Organizations should consider establishing quiet hours within their physical plant to ensure that residents have ample opportunity to study in their residential facilities on a regular basis and without significant disruption.

Each organization and Greek Council will expand the position and duties of Scholarship Chair.

- ❑ Duties and responsibilities will include the following: working to maintain/improve the high standards of scholarship in the organization; providing resources for members; developing relationships with faculty; coordinating award and recognition efforts; providing scholastic programming and development; hours serving as the organization's liaison to the Academic Skills Center and Career Services; staying abreast of individual members who appear to be having academic difficulties, and responding appropriately; preparing and implementing the Scholarship and Academic Development Action Plan.
- ❑ The Office of Residential Life, Greek Councils, Academic Skills Center, and Career Services should collaborate to provide training opportunities for these leadership positions.

Greek Councils and leaders should organize programs that enhance and enrich the intellectual and academic lives of their members and the broader Dartmouth community. The following specific steps should be taken:

- ❑ Beginning no later than Winter Term of 2002, a Greek Scholarship Committee should be established to better facilitate the above proposals and to serve as a central resource. The Scholarship committee may include scholarship chairs, faculty mentors, alumni advisors, and others as deemed appropriate.
- ❑ Lectures, panel discussions, debates and academic contests should become an integral part of the life of Greek community. For example, the Scholarship Committee may

organize an event to introduce new faculty to the Greek community, or honor retiring faculty for their years of service to the College. Other Scholarship Committee initiatives could include establishing awards for excellence in faculty teaching and mentoring, or promote scholarly programs such as academic writing contests (essay, literary, etc.).

Greek organizations have been perceived by the faculty as anti-intellectual, and detrimental to the educational climate of the campus. Future efforts to interact with faculty will only be fruitful if Greek students genuinely change the reality of the Greek experience. Faculty relationships described in this report will only begin to take shape if all Greek students take dramatic steps towards addressing risky behaviors (abuse and misuse of alcohol, hazing, sexual abuse), and sincerely make commitments to building positive personal relationships with their professors. In order encourage faculty relationships, the Greek community and Dartmouth administrators will take specific steps to build strong and positive relationships with faculty members in the following ways:

- ❑ Council leaders will assist organizations in establishing a Faculty Mentor program for their members. Interested faculty will be recruited to work with individual Greek organizations to improve the academic focus of the organization. Specific plans and resources should be developed throughout 2001, to be implemented beginning in January of 2002.
- ❑ The Faculty Mentor job description may include the following: serving as a sounding board for the organization; sharing the faculty's concerns regarding Greek organizations; advising a group in planning intellectual events, cultural, academic, or pre-professional events; and providing academic counseling and general academic support/advice and for members who are at risk.
- ❑ In order for the Faculty Mentor program to be successful Greek Council leaders and organization members will need to communicate to the faculty and administrators to encourage their involvement with Greek organizations.
- ❑ The administration (i.e. President, Dean of the Faculty, Dean of the College, and Provost) are encouraged to communicate to the faculty and other administrators that their involvement with Greek organizations is welcomed, and this involvement with the Greek community will not be perceived as detrimental to their careers. Moreover, it should be communicated that serving as a Faculty Mentor to an undergraduate Greek organization will be perceived as consistent with the educational mission of the institution.
- ❑ The Greek Councils, with the assistance of the Office of Residential Life should establish a process for identifying faculty and staff members who are interested in working with Greek organizations.

The changing needs and interests of the Dartmouth student body and the focus on the Student Life Initiative has generated greater attention on what constitutes a full and complete residential experience. Given that Dartmouth has placed a strong emphasis on Residential Education, the establishment of a pilot program placing Graduate Advisors or House Directors in Greek living units would be a positive and logical step.

- ❑ A Graduate Advisor program would be a PILOT project. Residential Greek organizations would have the opportunity to apply for placement of a Residential Greek Graduate Advisor in their living unit. It would initially begin on a small scale, housing

graduate students in selected coed, fraternity, or sorority residences at their request and initiative. There would be little or no cost to the organizations participating in this program.

- ❑ The specific role of the Graduate Advisor will be to provide support, guidance, and to assist organizations with the fulfillment of their Action Plans. They may also serve as mentors and/or resources, participate in programming, work to encourage an open and communicative environment, and actively discourage behavior that might violate or jeopardize the *Dartmouth College Principle of Community*. There would be an expectation for Graduate advisors to be accessible in the house. However, Graduate Advisors would not be tasked with enforcing College policies through disciplinary actions or other means, but would instead focus on fostering a healthy community environment, and promoting shared values within the residential space.
- ❑ Graduate Advisors would receive comprehensive training by the Office of Residential Life with the Greek Councils' input and participation.
- ❑ Starting immediately, the Office of Residential Life should identify potential funding for the Graduate Advisors/ House Directors program. Any interested organization should not be limited by their ability to provide compensation for a Graduate Advisor. Future Residential Life budgetary requests should include funds to provide interested organizations with the option of hosting a Graduate Advisor.

### **Leadership Development**

*A commitment to fostering skill development for use within the Greek community and the broader community.*

In general, the Greek community currently lacks effective leadership partly due to the absence of consistent and organized training. Additionally, leadership transitions have been difficult because of the inherent limitations created by the Dartmouth enrollment plan where students are constantly on and off campus. The committee puts forth the following suggestions for more meaningful and effective student self-governance, administration-student body relations, and overall leadership development.

The current systems in place within the Greek community, such as the Panhellenic, Interfraternity, Pan-Hellenic, Coed, and Coed, Fraternity and Sorority councils, are not utilized to their maximum potential.

- ❑ In order to further their success the Councils need more intimate support and advising. The Office of Residential Life staff, charged with administrating and advising the Greek community, must increase its availability for and involvement with regular student meetings and council governance.
- ❑ All Council governing documents, constitutions and bylaws, policies and procedures, and judicial committee guidelines need to be revised and rewritten to reflect the Greek Community Guiding Principles by November 1<sup>st</sup> of 2001.
- ❑ Beginning Fall of 2001, the Greek community organizational structure needs to shift to create a more equitable power dynamic among the Councils. Specifically, the future Greek Council governance should place more emphasis on the Interfraternity,

Panhellenic, Coed, and Pan-Hellenic Council executive leaders to collaborate across these organizations and within parallel officer positions (a detailed description can be found in Appendix B).

- ❑ Each Council will have similar leadership positions, affiliated with the Guiding Principles. There will be a presiding leader (the president), and additional officers responsible for the areas described in the six guiding principles.
- ❑ All Council officers will be responsible for collaborating with other councils on complementary tasks. Working groups established among Council leaders having similar responsibilities (for example, a Scholarship working group or Recruitment working group). These working groups will have regular advising relationships with the Office of Residential Life staff.

Organizations will be responsible for constructing a Leadership Development section to be included in their Annual Action Plans.

- ❑ The Leadership Development plan will include sections on New Member Education, Programming and Member Development, Administrative and Financial Management, Officer Training and Transition, Organizational Development, and Advisory Involvement.
- ❑ All organizational New Member programs will be specified in full detail in the Annual Action Plan. Meeting agendas, bid acceptance day activities (sink night), pre-initiation activities, and all responsibilities of New Members will be clarified in writing.
- ❑ In order to fulfill the expectations outlined in this report, organizations will need to solicit participation from all members, and work efficiently and collectively to accomplish these items. Part of the leadership development plan will include provisions for conducting regular business meetings, without alcohol.

All-Greek training opportunities should be varied so that they meet the developmental needs of the students. Specific programs will be intended to reach emerging leaders, positional leaders, and experienced leaders. These programs should occur at optimal times such as the start of each fall term, preceding formal recruitment, sophomore summer, and the term where transition from past officers to new officers occurs. A priority will be placed on crafting training programs that are engaging and entertaining. Among the training options provided to leaders, there should be over-night (alcohol-free) programs for leaders from various groups to work and train together.

- ❑ There is a need to increase student input and ownership of leadership initiatives. Therefore, the Greek Council leaders and the Office of Residential Life will establish a Leadership Advisory Group comprised of Greek students starting the Summer of 2001. Over time, the Advisory Group will take on increasing amounts of responsibility for logistics, curriculum development, facilitation, and execution of leadership programs.
- ❑ The Office of Residential Life and the Leadership Advisory Group are charged with developing a specific training and leadership program during Sophomore summer that both prepares Greek members for their future responsibilities and capitalizes on cultivating their new and creative perspectives.

- ❑ Financial training sessions, sponsored by the Office of Residential Life, should be more in depth and need to focus not only on specific applications relevant to a financial officer's responsibilities, but also how to craft payment plans, annual budgets, and reimbursements.
- ❑ Organizations will need to work with alumni advisors to set aside funds to send organizational leaders or members to educational programs where they will have the opportunity to refine their skills, and gain exposure to their Greek peers from other institutions. (Examples of these programs include UIFI- Undergraduate Interfraternity Institute; LeaderShape; Northeastern Greek Leadership Association conferences, etc.) Each organization should set the goal of sending at least one leader from each organization to one of these programs annually. Additionally, Greek Councils should aim to regularly send a delegation of executive committee members.
- ❑ The Office of Residential Life needs to identify low-cost facilities for organizations to host organizational retreats. In addition to identifying retreat space, the Office of Residential staff, in partnership with the Greek Leaders, needs to create a resource guide for planning effective retreats.
- ❑ Greek Council leaders, in partnership with the Office of Residential Life, will participate in leadership training sessions at the start of their tenures and during each subsequent term in office. These training sessions may take on various forms, including over-night or off-site retreats, and leadership conference attendance.

Greek Councils and leaders should organize programs that facilitate organizational and leadership development. The following specific steps should be taken:

- ❑ Councils need to put forth an annual strategy for bringing educational speakers to campus. These efforts can often advance the types of programming that are happening elsewhere on campus (i.e. Women's history month, Sexual Assault Awareness Week, Black History Month, Eating Disorders Awareness Week, etc.).
- ❑ Parliamentary procedure, such as Robert's Rules of Order, or an adaptation thereof, should be used at all council meetings. The Office of Residential Life will need to provide educational materials or programs to facilitate this aim.

The Greek community will take specific steps to build strong and positive relationships with alumni advisors and potential alumni volunteers in the following ways:

- ❑ The Office of Residential Life and the Greek Councils will expand their relationship with the CFS Alumni Advisors Group. This relationship should include increased training and resource development. By the end of Winter Term of 2002, an advisor's manual and an annual training agenda (including new advisor orientation) should be ready for implementation.
- ❑ The CFS Advisory Group should develop a mission and governing documents, and hold annual elections of officers. Regular meetings should be at least quarterly. Organizations that do not have an advisor attend two consecutive meetings will lose privileges, including the possibility of social suspension.
- ❑ The Greek Councils and the Office of Residential Life should consult more frequently with the Office of Alumni Relations. This partnership will serve as a tool in supporting

Greek organizations in their quest to recruit additional alumni advisors, and to communicate with their alumni more effectively.

- ❑ Individual organizations will be required to have an established active advisor or advisory board in place by the end of Winter Term of 2002.
- ❑ Advisors will be held accountable by other advisors and the Greek undergraduates for upholding their responsibilities. This is challenging to enact in practice, but may be accomplished through periodic performance evaluations.

### **Service / Philanthropy**

*A commitment to fostering an ethic of support and care through community involvement and outreach.*

Citizenship in a community requires duty and service to it. The exact nature of the service that each Greek organization performs will depend on its individual interests, but it is essential that all organizations, without exception, recognize that they have a responsibility to perform some meaningful service. The Greek community will strive to address the needs of the Upper Valley Community through service. This is best accomplished if organizations develop a solid relationship with one service organization and then do other projects based on their members' interests.

Organizations will be responsible for constructing a Service/ Philanthropy section to be included in their Annual Action Plans.

- ❑ The plan will identify the specific activities and agencies that the organization will be working with, along with general guidelines about each project. Organizations will be encouraged to take on a cause(s) in which they have a vested interest and desire to participate.
- ❑ The Service/ Philanthropy plan will include the following: strategies for providing members with service opportunities; clarity in organizational policy identifying a responsibility for each member to participate in service/philanthropy; provisions for communicating the organization's service/ philanthropic initiatives to potential members during recruitment/rush; provisions for recognizing members for their service participation; details citing plans to seek additional grant funding for projects or programs; strategies for assisting members in reflecting on their service/ philanthropic involvement.

Each organization and Greek Council will expand or establish the position and duties of Service/ Philanthropy Chair.

- ❑ Duties of the service chair will include: coordinating community speakers and/or service representatives to assist with the service/philanthropic efforts; providing opportunities to participate in group and/or individual service; executing a recognition program for members that have exemplary service/ philanthropic participation; developing reflection opportunities and programs for members to integrate their service/ philanthropic participation more formally into their overall Greek and personal experience; serving as liaisons to the Tucker Foundation, the Office of Residential Life, and other campus and community agencies concerning service/philanthropic matters; coordinating the

organization's participation in other student and/or Greek service/philanthropy endeavors.

Greek Councils and leaders will organize programs that promote service and philanthropic values to the broader Dartmouth community. The following specific steps should be taken:

- ❑ A modification to the leadership structure of the Greek Councils. An executive leadership position should be dedicated to further integrating service and philanthropy as a responsibility of the Greek community.
- ❑ Greek community events will specifically include service among their regular activities. For example, many Greek communities throughout the country participate in a variety of service and philanthropic projects (Greek Week activities devoted to service, annual Dance Marathons, Elizabeth Glazer Pediatric AIDS Foundation projects, St. Jude's Children's Research Hospital projects). Indeed, the scope of activities is broad depending on the campus climate; nevertheless, the concept is quite effective in clarifying the community value of service and fostering community development.

The Greek community will increase its resources, training offerings, and access to service project information so that Greek organizations will be better prepared to carry out their service and philanthropic initiatives and goals.

- ❑ The Greek Councils in collaboration with the Office of Residential Life staff need to provide resource information about planning and preparing for service projects, identifying area agencies and potential projects, and coordinating with other Dartmouth offices and organizations (e.g. the Tucker Foundation). These resources will be made available by September of 2001.
- ❑ The Greek Councils, the Office of Residential Life, and the Tucker Foundation will work to establish a partnership to better assist organizations with training and identifying opportunities to facilitate reflection activities for their members' service involvement.
- ❑ The Undergraduate Finance Committee or Programming Board should consider providing funding to individual Greek organizations for major service endeavors.
- ❑ The Office of Residential Life will work towards identifying low-cost spaces for hosting service/philanthropic activities for groups without physical plants, or for activities and events that require larger spaces.
- ❑ The Office of the Dean of the College should explore the option of providing increased funding or mini-grants for organizations that need "start-up" or "seed money" to carry out service projects. Such a grant program could be made available through the Tucker Foundation, Office of Residential Life, or the Office of Student Activities.

Environmental factors which exert influence on the Greek community may not always best facilitate organizations' participation in service or volunteer opportunities. Therefore, the constituencies (cited below) need to work collaboratively to decrease these identified barriers.

- ❑ It is highly necessary for Greek members (as with all Dartmouth community members) to not only participate in service, but to also conduct themselves in a manner that is respectful to the community, the neighborhoods, and their Dartmouth community co-inhabitants at all times and under all circumstances. Greek organizations need to be

conscious of their constant role model status, and truly commit to an ethic of service. Similarly agencies, offices, or Dartmouth community members that may have written off the Greek community in the past need to rethink some of these assumptions, as the Greek community reinvests itself in service and philanthropic work.

- ❑ As the emphasis on the value of service and philanthropy has varied within the Greek community, so has involvement. Therefore, there are classes of alumni that may not have understood the role or value of service/ philanthropy in the Greek experience. Consequently, Greek organizations should host service projects during high times of alumni participation.

### **Brotherhood / Sisterhood**

*A commitment to establishing and nurturing lifelong friendships among all members.*

Many positive and enduring friendships are fostered within the Dartmouth College Greek community, however the community can reinvest in this value of brotherhood and sisterhood to realize something even greater. The following factors have been identified as having prohibited the development of brotherhood/ sisterhood, or are areas where there is tremendous opportunity to advance the value of brotherhood / sisterhood.

It is our firm conclusion that hazing has no place in any organization. Greek organizations support the value of brotherhood and sisterhood, and therefore, must not tolerate any form of hazing. Organizations must focus on constructive and principle-centered rites of passage will work to clarify any incongruencies between questionable activities (hazing) and organizational values.

- ❑ Many organizations have some sort of New Member mentoring system commonly referred to as “Big brother/ Big Sister” programs. Big Brother/ Big Sister programs need to be further developed. Council leaders responsible for the New Member orientation and the Office of Residential Life staff will provide resources to organizations to further develop their mentorship program.
- ❑ Rituals and ceremonies, which reinforce the values and purpose of the organization and the responsibilities of membership, are strongly encouraged. While this will mean different things for different organizations, some activities may include: reviving or implementing ceremonies, such as initiation, senior member ceremonies, or alumni ceremonies honoring (10, 25, 50, etc.) years of membership; hosting Founder’s day activities or celebrations; conducting officer installations, including taking an oath of office. All rituals should reflect an organization’s mission and values.
- ❑ Organizations will be responsible for constructing a Brotherhood/ Sisterhood development section to be included in their Annual Action Plans.
- ❑ Plans will include: an explanation of the day-to-day organizational initiatives to promote brotherhood and sisterhood; provisions for communicating organizational values and mission to New Members; obligations and responsibilities of membership; provisions to recognize undergraduate or alumni members for actions that promote brotherhood/ sisterhood; details outlining plans to host special events focused on brotherhood/ sisterhood (i.e. ceremonies, celebrations, alumni/ae teas, senior dinners, etc.); information

describing plans for the entire membership to communicate specifically about the development of the brotherhood or sisterhood.

- ❑ Each organization will have an officer(s) that shoulders the responsibility for executing the brotherhood/ sisterhood development plan.

The Greek community has had internal difficulty building fraternal relationships among the various organizations. A commitment to brotherhood and sisterhood extends more broadly into interactions among organizations. Therefore we recommend the following:

- ❑ Greek Council leaders should spend time developing the bonds among themselves to model collaboration and shared decision making to the broader Greek community. Similarly these relationships can serve as examples of overcoming stereotypes and rivalries between organizations.
- ❑ Effective immediately, the Greek Councils need to model the way by reinvesting in community building programs. For example, incorporating such traditions as an all-New Member orientation program after formal recruitment, or officer installations/ oaths, etc.
- ❑ Inter-Greek competitions, such as Greek Week, Dartmouth Olympics, or snow sculpture competitions spur a friendly form of competition. Any of these competitions should be reflective of the values of the Greek community, and alcohol should have no part.
- ❑ The Greek Councils can focus their energies and financial resources on bringing programs to campus that work to build community among the organizations. Examples of these programs include: *Something of Value* (designed for sorority women), IMPACT (designed for all types of Greek organizations), GAMMA (Greeks Advocating for the Mature Management of Alcohol), *Our Chapter, Our Choice* (helps to establish community norms).

### **Inclusivity**

*A commitment to building a community that embraces diversity and appreciates differences in thought and opinion.*

Diversity represents the idea that a range of thought, opinions, and backgrounds is essential in the formation and character development of individuals, in particular in the context of an environment that promotes itself as creating leaders for the entire country and world. Therefore encouraging exposure to the widest range of human experience is necessary to achieve this goal. A diverse membership is one that encourages individual members to take risks when it comes to identifying potential friends, maintaining a spectrum of viewpoints, and provoking members to challenge their previously held assumptions.

The committee affirms the continuance of the various Greek options: all-male, coed, and all-female membership compositions. However, we recognize a distinct need for improving gender relationships within and among all Greek organizations, as a function of improving gender relations in the larger campus community. Organizations that engage in or tolerate behaviors of their members that are antithetical to the values of inclusivity will forfeit their relationship with the College and therefore their ability to continue as a recognized organization at Dartmouth College.

Each organization will include an Inclusivity section as part of the development of the Annual Action Plan.

- ❑ The report will include: specific plans for cultural and diversity focused programming; provisions to move the organization towards inclusions in the course of day to day activities and organizational life; detailed descriptions of the organization's recruitment plan.
- ❑ Some specific programming options may include creating partnerships with Greek organizations or other non-Greek groups. These partnerships can be formed by honest and open communication between different groups on campus. Partnership may also be broadly defined in order to meet the specific needs of the participating groups.
- ❑ The president of each organization will be responsible for assuring that inclusivity is a priority in the way the organization conducts itself in all endeavors.

The Greek Councils will sponsor programs that value inclusivity and diversity.

- ❑ All Greek educational speakers will be chosen for their reputations and track records of presenting programs that are attentive to expanding an audience's understanding of diversity.
- ❑ Councils will create provisions so that funding is only granted to programs or events that are respectful and cognizant of issues of diversity.
- ❑ Based on national trends, it is reasonable to anticipate that student interest will produce a desire for more culturally based Greek letter organizations. Councils must be flexible and open for change and growth as the Greek population evolves.

Beginning with the implementation of recruitment 2002, the logistics of the recruitment process will be collaborative among the Councils so as to ensure the maximum number of interested students receive an invitation to join one of the Greek organizations.

- ❑ The Greek Councils and the Office of Residential Life will develop a written plan for recruitment by the end of October 2001. This plan will explain the specific mechanics of winter rush for each Council, and indicate areas of collaboration among Councils.
- ❑ The Office of Residential Life will work with the Greek Councils in collecting data regarding the rush/recruitment process. Every aspect of recruitment will be evaluated. Potential members, Greek members, advisors, and staff will be considered eligible audiences from whom to obtain data.
- ❑ Rush/ Recruitment chairpersons will be elected to hold office year round. They will meet regularly with the Council leaders responsible for recruitment.
- ❑ The Greek Council leaders will work with the Office of Residential Life to provide educational resources on effective communication techniques. These resources will be available for use during the Fall Term of 2001.

The Dartmouth Greek community will implement a consistent values-based recruitment strategy as a means to cultivate interest among the broadest spectrum of potential members.

- ❑ Recruitment materials should have a consistent message of the six Guiding Principles. This message should permeate news releases, advertisements, publications, and other materials used to communicate with potential members and the general public.

- ❑ In addition to utilizing print media, the Greek community needs to plan activities so members are interacting with nonaffiliated Dartmouth students in positive and helpful ways. Examples may include but are not limited to: non-alcoholic social events, volunteering to assist with orientation activities, helping with Family Weekend, and other similar events.
- ❑ The Greek community will actively learn about values-based recruitment by participating in training. The Greek community will invite at least one “expert” to campus prior to the Winter Term 2002 rush to assist recruitment chairs, and Council leaders.
- ❑ Rush/ Recruitment Counselors’ training will be broadened to educate potential members more thoroughly about the values of each Greek organization, and how these characteristics are reflected in an organization’s events and activities.
- ❑ The best public relations plans are communicated through one-on-one student interactions. In order to recruit, retain, and to promote the value of inclusivity and diversity, Greek students must begin focusing on recruitment as a year-long process, and acting consistently with these values at all times.

### **Accountability**

*A commitment to dealing responsibly with choices, decisions, and actions and a commitment to maintain the integrity of these principles by insisting that all members live up to them both in spirit and action. It is understood that all Greek organizations are accountable to Dartmouth College and the Dartmouth community, to the membership of each individual organization, and to their Greek peers.*

Perhaps the most significant criticism of the Greek system is that its members are not currently being held accountable for their actions, and that the individual organizations remain reluctant to adjudicate members. These issues are, at present, both at an internal and a Council level. Consequently, actions must be taken to alleviate this problem and thus improve the system.

By the end of the Fall Term of 2001, each Greek organization must have created a *Code of Conduct*. This document will list inappropriate actions and their consequences. The Code will clarify both tangible and ethical infringements.

- ❑ The *Code of Conduct* will include all internal standards that the organization expects their members to uphold. It will be written by the members and as a result will be reflective of the values of the organization as a whole, the values and principles of Dartmouth College and where applicable the values and principles of a national organization.
- ❑ The Code will include definitions of misconduct and penalties so that there is no misunderstanding as to the actions that will be taken should the Code be broken. Levels of inappropriateness will be specified and consequences will vary from educational initiatives, to monetary fines, to loss of privileges, to social probation, to removal of membership. Issues of alcohol and drug use/abuse, and sexual harassment will be addressed in the Code. Intoxication will never be an excuse for inappropriate behavior. [To further clarify, examples of content in the *Code of Conduct* may include, but are in no way limited to: “all forms of misogyny are prohibited;” “any member who slanders or disrespects women or men, in speech *or* in writing, will be immediately placed on social

probation;” “broken furniture must be replaced or fixed by the member(s) responsible;” “lewd and lascivious conduct will result in significant fines;” “members with three alcohol violations will not be permitted to live in the house;” “No event will be considered exclusively heterosexual.”]

- ❑ The Code must include a policy that will limit involvement of members found responsible of an infringement of the *Dartmouth College Standards of Conduct*. In instances where such an infringement has resulted in the suspension or separation of the student the Code should impose similar restrictions. However this does not imply that such restrictions may not be considered in instances of lesser college penalties.
- ❑ The Office of Residential Life staff, with the assistance of the Greek Councils, will provide a workshop during Summer and/or Fall Terms of 2001 to assist in the construction of the Code.
- ❑ The Office of Residential Life will approve the resulting Code. Each organization’s Code of Conduct will be kept on file with the office. Biannual assessments, facilitated by Office of Residential Life in partnership with the Greek Councils, will ensure that the Code is being followed.
- ❑ The Code will be a document available to all members, preferably both in electronic and hard copy format.

Each Greek organization must create an *Internal Adjudication Board*, whose responsibility will be to enforce the *Code of Conduct*. The members of this board may be selected in any way that the organization deems appropriate. Each organization must make a commitment to respect its board’s decisions in order have any sort of positive impact on changing members’ behavior. The Board must be fully operational no later than January of 2002.

During the Fall Term of 2001, alumni advisors, the Office of Residential Life staff, and the Undergraduate Judicial Affairs Officer, will provide training to the Board members to ensure that each Board fully understands their role and possesses the necessary skills and information to carry it out. Conflict resolution and diversity training may be included in the training. In the absence of a strong history in adjudication and an expected lack of knowledge, the first training will be mandatory for each organization, while any subsequent training will be optional.

- ❑ Members of an organization will have equal access to submit concerns regarding possible infringements of the *Code of Conduct*. Specifically, this means that procedures and protocols for registering a concern will be established by the organization and made clear to all members.
- ❑ The Internal Adjudication Board’s effectiveness will be reviewed in conjunction with annual assessments on the effectiveness of the *Code of Conduct*.

In order for the Greek organizations to function as a cohesive community, each associated organization must be held responsible for the acts of their members. The Greek Councils must ensure that organizational and community accountability procedures are carried out.

- ❑ Judicial responsibility will be that of the Council(s) to which an organization belongs.
- ❑ All judicial policies and procedures must be completely reviewed and rewritten immediately. Fairness and consistency are essential, guaranteeing that incidents are not

ignored or overlooked. An efficient way must be found to report concerns and to conduct follow-up investigation. Better judicial training for all Council members must be provided.

- ❑ The Councils must act as a resource for organizations to lodge complaints against other organizations and the council(s) must address the issues in accordance with the policies that it has constructed.
- ❑ The Organizational Adjudication Committee (OAC) proposed by the Group Adjudication Committee to the Dean of the College should ultimately be established. The responsibilities of OAC will merge the judicial responsibilities of the separate Council judicial committees, by adjudicating all Standards of Conduct issues.
- ❑ Council members should be held responsible for fulfilling their duties. Officers should solicit feedback from their constituents on a regular basis through formal evaluations, or periodic discussions.

The College administration must clearly communicate the guidelines that organizations must follow, and must consistently enforce guidelines and rules that exist.

- ❑ In order to support the overall objectives of this report, the Dean of the College, in coordination with the Office of Residential Life, will need to streamline the *Recognition Policies and Procedures for Coed, Fraternal, and Sororal Organizations at Dartmouth College*, and replace the *Dartmouth College Coed, Fraternity, Sorority System Constitution and Minimum Standards* with one single document that contains all of the recognition guidelines and expectations for Coed, Fraternity, Sorority organizations on campus.
- ❑ Greek organizations and members, as with all Dartmouth students, are expected to adhere to and support those laws governing residents in the Hanover community. Greek organizations will not exist as safe havens from state laws and or town ordinances. Greek organizations are accountable to the College and to the local Hanover authorities for all laws. Therefore, all policies related to the Greek community will be consistent with and reinforce these laws and ordinances.
- ❑ As with other residential facilities, the determination of whether alcohol can be present in the residential environment, will be consistent with the broader Residential Life program of which the administration of Greek organizations is a part.
- ❑ Greater understanding and education concerning the relationship between students and Safety and Security must be fostered through more educational programming which show the caring side of officers. These efforts may begin immediately.
- ❑ Safety and Security, Greek leaders, the Office of Residential Life, and other College staff as appropriate (i.e., Undergraduate Judicial Affairs Officer) need to work together to create a Social Event Management policy that immediately reflects all changes in regulations.
- ❑ Clearer communication of all policies on all levels is necessary; making policies available on-line may increase student accessibility to this information.

- ❑ The administration must be supportive and consistent; they too must follow and support the rules that they create. Open, honest dialogue is crucial to develop a trusting partnership between the Greek community and the administration.

Participation in high risk behaviors (alcohol abuse, drug use, hazing, and sexual assault) are the core issues that must be eliminated from the Dartmouth community. Because of the unique residential status of many Greek organizations and the need for all Greek organizations to live up to their stated principles and be active role models in the community, they must be held accountable for taking immediate and specific steps to minimize unsafe, high-risk behavior among their members. Additionally, Greek organizations must take immediate measures that will ensure they are creating a social atmosphere which minimizes high-risk behavior among their guests. If Greek organizations want to continue to exist, they must rethink their roles and their use of alcohol. Each organization must seriously reconsider the role of alcohol and subsequently change its behavior, norms, and “unspoken rules” so that it is only supporting responsible and legal use. Greek organizations need to be the leaders in managing safe and healthy social environments, as well as expressing care and concern for individual members. In addition, Greek organizations are expected to be positive role models for other students and the surrounding community. Many of the following items are guidelines for establishing risk management policies within an individual organization or Council:

- ❑ Greek organizations and members should report policy violations that occur within the Greek community so that organizations can be held accountable within the judicial process. Only students truly know the extent of the problem. Without community responsibility and peer reporting, the Greek community will not be able to adequately address its own problems.
- ❑ The current social event monitoring process is not working. By the end of the Summer Term of 2001, Greek Council leaders, Office of Residential Life staff, Safety and Security staff, and other College staff, will assess, revise, and rewrite the social event monitoring protocols for both the Greek community roving peer monitors and the Safety and Security monitoring officers. These monitoring procedures will be implemented upon completion.
- ❑ In order to profoundly impact community responsibility, all organizations must understand that the plans in this report will be ineffective if individual Greek members do not take personal responsibility for their actions. Specifically, this would suggest that if a Greek student witnesses or participates in inappropriate behavior, then he or she is passively reinforcing the negative/noncompliant behavior. Students must challenge and confront one another to see positive change. Greek students will be able to promote accountability by choosing *not* to attend events when policy violations are occurring, and generally discouraging peers from engaging in inappropriate behaviors.
- ❑ All Greek organizations should adopt organizational policies that limit excessive alcohol consumption in general, and limit the number of significant social obligations during the academic work week (Sunday –Thursday). Greek members, like all students, are committed to academic and scholarly pursuits while at Dartmouth. Accordingly, Greek organizations that allow the consumption of alcohol, or encourage extremely late-night social events, are potentially interfering with in-class performance and attendance, and are thus acting contrary to this academic commitment. Consequently, Greek

organizations should adopt specific plans to 1.) carefully question the timing of Greek hosted social events during the week (e.g. formals, semi-formals) where alcohol is served, or any event during the week that continues extremely late into the evening, and 2.) discourage excessive consumption of alcohol by its members and guests entirely. These efforts would more appropriately emphasize the academic and scholarly commitments of all students.

- ❑ Greek organizations should conduct all business of the chapter in an alcohol free environment. Members, current or alumni, should not consume alcoholic beverages during business or committee meetings.
- ❑ Greek organizations are expected to promote and encourage healthy and responsible behaviors surrounding the consumption of alcoholic beverages. As role models for the campus and local community, Greek organizations should remember that families, faculty, students and visitors to the greater Hanover area witness their behavior. To demonstrate an appreciation and understanding of this role, Greek organizations should not allow their members or guests to consume alcoholic beverages on the exterior property of their facility.
- ❑ Education is critical and influences the choices students make surrounding alcohol and substance use. Furthermore, alcohol abuse is a societal and campus concern. Significant efforts must be enacted immediately to educate risk managers, social chairs, leaders, and general members of the dangers associated with alcohol misuse, and particularly the activities that have been determined to be extremely high-risk. The Greek Council leaders and the Office of Residential Life need to form deeper partnerships with the Alcohol and Other Drug educational activities on campus, such as intentional and focused recruitment of Greek members as Drug and Alcohol Peer Advisors (DAPAs). Additionally, the Greek community should host at least one “expert” educational speaker a term for their members, with a special emphasis on speakers addressing risky behaviors within Greek organizations. Similarly, all New Members should receive risk management education within the first two weeks of association with the Greek community.

### **Public Relations: Changing Negative Perceptions of Greek Life**

In addition to implementing the preceding strategies, the Greek community needs to communicate the actions and progress towards fulfilling the aims of this quality improvement plan. One of the overarching themes that was consistent in each of the subcommittees' reports was the need to not only genuinely improve the Greek experience, but to also share this progress broadly and with a variety of constituencies. Therefore, the committee recommends that the Greek community execute a comprehensive public relations effort. This effort will include the following measures:

The Office of Residential Life will be responsible for collecting base-line data from the Dartmouth community to assess attitudes and perceptions of the Greek community. Recommended constituency groups will be faculty, staff, alumni, advisors, Greek and non-Greek members. This data will contribute to a better understanding of how others perceive the Greek community, and how the Greek community perceives itself.

- ❑ The Greek Councils should communicate the progress of the Greek community as frequently and as broadly as possible. Therefore, effective immediately, relationships with the Office of Alumni Relations, Office of Public Affairs, and Office of Admissions should be nurtured to best disseminate information to the broadest audience possible.
- ❑ To establish a working relationship, the Greek Councils and the Office of Residential Life should meet with the previously mentioned groups periodically to provide appropriate, thorough, and accurate information.
- ❑ The Greek Councils and the Office of Residential Life will need to collaborate to provide clear and consistent communication to the broader Greek community. This communication will help share the individual organizations' accomplishments, and will foster a greater sense of brotherhood and sisterhood among the various Greek groups.

Each Greek organization needs to be aware that every contact with the wider Dartmouth community is an opportunity to emphasize or note its commitment to issues of diversity. This includes, but is not limited to, chapter publications, rush/ recruitment, new member orientation, social events, and philanthropic events.

Alumni will need assistance in understanding that the recent and future shifts in the Greek community are part of a larger process of returning to the founding concepts of Greek organizations. Alumni often perceive some of the inappropriate behaviors (hazing, excessive and free flowing alcohol consumption, and organizational rivalries) as traditions, and consequently acceptable norms of behavior. A shift toward principle-centered activities and behaviors may be difficult because some alumni may perceive this shift to be an abandonment of traditions. Our recommendations are as follows:

- ❑ The undergraduate Greek leaders, Office of Residential Life staff, as well as other Dartmouth College staff interacting with alumni will work together to produce a public relations campaign that focuses on 1.) the role-model status of fraternity and sorority alumni to undergraduate members, and 2.) the expectations for undergraduate members during times when alumni are on campus.
- ❑ This plan will include a greater emphasis on newsletters, website postings, magazine articles, email correspondence and other forms of written communication to Greek alumni describing types of activities the Greek community is participating in that are more consistent with the Guiding Principles.
- ❑ Beginning in the 2001-2002 school year, Council leaders and/ or individual Greek organizations need to begin offering an informational program (open house, etc.) during times of high alumni involvement (Homecoming, Winter Carnival, Green Key, Commencement / Reunion, etc.). These programs will be intended to communicate the values, goals, ambitions, and Action Plans that Greek organizations have articulated and completed or are in the process of identifying. Admittedly, in weekend contexts explicitly devoted to social activities, it is difficult to emphasize the values and facets of organizations other than the social ones.
- ❑ The Office of Residential Life and the Council leaders, are responsible for producing an annual report to be submitted to the Dartmouth Community citing progress towards these

stated goals. This report should be prepared within the larger context of the overall Public Relations strategy for the Greek community.

**Conclusions:**

Over the years, Dartmouth College has had various degrees of influence over the actions of members in the Greek community. The Greek Life Steering Committee appreciates recent indicators that the College is indeed working to provide organizations with the level of service and support they need to realize their potential. The addition of increased professional support for Greek administrative matters, the financial support of the Fuller physical plant audits, the financial and working relationship with RISE consulting, the sponsorship of the Northeastern Greek Leadership Association conference student travel expenses, the Association of Fraternity Advisors conference costs for an alumni advisor, and the sponsorship of student participation in the Undergraduate Interfraternity Institute are all examples of this support. However, in order for the strategies outlined in this report to have a meaningful impact, the entire Dartmouth community must take responsibility for their successful implementation. This means looking at the Greek community with a new lens, being willing to affirm institutional expectations and community standards at every juncture, and consistently insisting upon accountability. Additionally, success will be dependent upon the ability of Dartmouth community members to forge new relationships and to genuinely work to communicate and build trust with one another.

*Respectfully submitted by members of the Greek Life Steering Committee,*

<i>Cassie Barnhardt</i>	<i>Robert Binswanger</i>	<i>Chris Chambers</i>
<i>Shihwan Chung `02</i>	<i>Ryan Clark `01</i>	<i>Kevin Donahue `02</i>
<i>John Engelman `68</i>	<i>Megan Gleason `02</i>	<i>Ericka Gray</i>
<i>Carla Goodnoh</i>	<i>Vanessa Green `02</i>	<i>Bernard Haskell</i>
<i>Fiona Herring `02</i>	<i>Travis Horton `96</i>	<i>Liz Kleinerman `01</i>
<i>Christian Hummel `01</i>	<i>Niaz Karim `03</i>	<i>Dean Krishna `01</i>
<i>Stuart Lord</i>	<i>Christina Lyndon `04</i>	<i>Robert McEwen</i>
<i>Akil Souhulu `97</i>	<i>Jonas Meyer `01</i>	<i>Marty Redman</i>
<i>Leigh Remy</i>	<i>Maggie Shnayerson `03</i>	<i>James Sitar `01</i>
<i>Margaret Smith</i>	<i>Annie Soutter `96</i>	<i>Simi Wilhelm</i>
<i>Mia Yocco `03</i>		

*(These committee members are from Winter Term of 2001; a full listing of committee members is included in Appendix C.)*

**GREEK LIFE STEERING COMMITTEE  
REPORT SUPPLEMENT**

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# **Greek Life Steering Committee Report Appendices**

## **Appendices**

Appendix A: Evaluation and Baseline Data Report

Appendix B: Proposed Sample Greek Community Governance Structure

Appendix C: Greek Life Steering Committee Logistics and Mechanics

Appendix D: GLSC Implementation: Office of Residential Life Responsibilities

Appendix E: GLSC Implementation: Greek Councils' Responsibilities

Appendix F: GLSC Implementation: Greek Organization Responsibilities & Annual Action Plans

Appendix G: GLSC Implementation: Campus Department Responsibilities

## **Appendix A**

### **Evaluation and Baseline Data Report**

Assessment and evaluation are important components of the overall quality improvement plan for the Greek community. Therefore the implementation process will be carried out in the following fashion:

The Office of Residential Life will be responsible for collecting base-line data from every Greek organization throughout Spring, Summer, and Fall Terms of 2001. The data will provide information describing the types of programs, activities, and organizational management practices currently (in the 2000-2001 school year) being employed in each organization. The most recent Minimum Standards Review document will be one means of data collection. Others forms of documentation will be conversations/ interviews with organization officers, surveys, and self-assessment forms. Data will take on the form of both quantitative and qualitative information.

Greek organizations will submit, to the Office of Residential Life, an annual Action Plan based on the Greek Community's six Guiding Principles. The Office of Residential Life, in conjunction with leaders from each organization, will review this plan and help each organization fine tune its Action Plan to ensure that it is achievable and ambitious. Action Plans that do not explicitly focus on progress towards meeting the Guiding Principles and striving for excellence will not be accepted. Each chapter is responsible for successfully completing its Action Plan, and will be supported in reaching its goals through active involvement with the Office of Residential Life, the Greek community, the Council governance, and the Dartmouth College community at-large.

The due dates for these plans will be coordinated with the overall administration of Greek organizations. As the baseline data is compiled, the organizations will construct their Action Plan for 2001-2002, and file plans with the Office of Residential Life. Presently, it appears that the best time for the Action Plan review for 2001 will be at the end of the current 2001 officer terms – approximately December of 2001, or January of 2002. As the new 2002 officers are trained in their duties, the first order of business will be to learn from the progress and outcomes of the 2001 review, and then construct a more ambitious and achievable plan for their upcoming terms of leadership. These timelines seem the most compatible for creating effective partnerships between new and retired officers, and new and retired Council leaders. Ultimately, this model of constant assessment and organizational planning is best executed as a part of the terms of office for each executive committee.

Upon expiration of the annual Action Plan, each organization will go through a review process with the Office of Residential Life. The expectation will be that Action Plan goals will have been met. The Office of Residential Life will compare baseline data with the actual implementation of the Action Plan, and this progress and evaluation will be the crux for constructing the subsequent year's Action Plan. Progress must be indicated in all areas to continue to receive organizational privileges and/or recognition. Repeated problems or failure to fulfill Action Plans will be grounds for withdrawal of recognition.

In order to assist organizations in preparing their first Annual Action Plan, an Action Plan Advisory Group will be formed beginning in the Summer term of 2001. This group, with the

assistance of the Office of Residential Life staff, will assist Greek organizations in completing their Action Plans by November 1, 2001. The advisory group will be charged with identifying potential pitfalls in organizational Action Plans. The Advisory Group will work to match organizations with the expertise of Dartmouth officials and offices. Additionally, the Advisory Group will offer suggestions to organizations based on information and ideas presented by the Greek Life Steering Committee and its sub-committees.

Throughout the initial phase of Action Plan development and report implementation, The Action Plan Advisory Group will be readily available to explain the rationale of the Greek Life Steering Committee report, and to serve as a sounding board for Greek organizations as they develop their Action Plans.

An Action Plan guidebook/ manual will be generated and made available to both the Action Plan Advisory Group, and every Greek organization. This guidebook will be provided with all of the suggestions generated from the Steering Committee process. It will serve as a resource tool as organizations develop their Action Plans. In addition to the resources provided by the Office of Residential Life, organizations will be encouraged to avail themselves to the resource and expertise of the various offices and officials of the College. This may include, but is not limited to: Health Education, Tucker Foundation, Women's Resource Center, Career Services, Student Life, and the Equal Opportunity and Affirmative Action office.

The Office of Residential Life, in conjunction with the Council leaders, will be responsible for producing an annual report to be submitted to the Dartmouth Community that indicates progress towards these stated goals. This report should be prepared within the larger context of an overall Public Relations strategy for the Greek community.

The Office of Residential Life will be responsible for collecting base-line data from the Dartmouth community to assess attitudes and perceptions of the Greek community. Recommended constituency groups will be faculty, staff, alumni, and advisors, and Greek and non-Greek members. This data will contribute to a better understanding of how others perceive the Greek community, and how the Greek community perceives itself.

The committee determined that in many situations a critical lack of knowledge with regard to policies and procedures was apparent among members of the Greek community. Therefore, the Office of Residential Life will collaborate with Council leaders to execute a "knowledge survey" periodically, to determine where students need more education and information. This process will serve as a means to more appropriately address any lapses in clarifying and communicating the policies and expectations from the College and from the various Greek Councils. This knowledge survey will be used for both new and initiated members.

With the pending completion of the Fuller physical plant audits, the committee recognizes that physical plants have undergone a type of base-line assessment of the facility. Therefore, we find this process sufficient, and ask that the periodic evaluation of the physical plant continue.

## Appendix B

### Proposed Sample Greek Community Governance Structure

#### Council President

- \* Liaison for Council
- \* Spokesperson for Council
- \* Responsible for leadership training and transitions for Council
- \* Collaborates with Advisors
- \* Works with Campus officials and other student organizations
- \* Provides leadership to executive committees
- \* Assures that inclusiveness is a priority in all Council affairs
- \* Manages Council Award application process for regional recognition

#### VP- Administration

- \* Judicial Representative, manages adjudication process for violations of Council Policy and all-CFS policy
- \* Coordinates the Annual Review Process
- \* Responsible for Assessment & Evaluation
- \* Coordinates the Awards & Recognition Processes & Programs
- \* Coordinates Data Collection- grades, services hours, attendance, etc.
- \* Assists organizations with Code of Conduct training and implementation
- \* Coordinates training Internal Adjudication boards and Judicial chairs
- \* Coordinates training on for succeeding in the Annual Review processes.
- \* Documents all meeting and business of the organization

#### VP-Recruitment & Orientation

- \* Coordinates training for Recruitment Counselors (where appropriate)
- \* Collaborates with other Councils in planning recruitment
- \* Educates and informs organizational recruitment chairs of Council rules and regulations for recruitment.
- \* Collaborates with other Council officers on creating effective recruitment promotional materials.
- \* Meets regularly with organizational recruitment chairs.
- \* Provides training, service, and support to organization recruitment chairs
- \* Facilitates Greek community support for organizations with struggling membership numbers
- \* Meets regularly with chapter NM Orientation chairs to support them in their planning and implementation
- \* Collaborates with other Councils to plan and develop collaborative New Member Orientation Programs
- \* Develops strategies to educate and inform members about the detriments of hazing, and risk management
- \* Monitors the implementation of NM orientation programs and pre-initiation activities.

#### VP-Finance

- \* Prepares budget
- \* Creates and administers annual budget
- \* Coordinates training for Financial Officers in Chapters.
- \* Meets regularly with Financial Officers to monitor progress towards achieving financial stand

#### VP- Risk Management

- \* Meets regularly with organization risk managers to facilitate event planning logistics and prep
- \* Develops Council education in all risk management areas- Alcohol & Other Drugs, Sex, Violent
- \* Provides ongoing training to risk managers
- \* Supervises the Event Monitoring system
- \* Creates opportunities to build relationships with Safety & Security, and the Hanover Police De
- \* Works to support organizations in their efforts to comply with campus and inter/national policy
- \* Reports all incidences of noncompliance to appropriate College officials and Council officers.
- \* Assists in educating organizations on physical plant health & safety issues

#### VP- Member Development

- \* Facilitates all-Council program planning in the areas of scholarship, leadership, inclusivity and personal development
- \* Works with programming officers, academic/ scholarship chairs, etc. to provide resources, guidance, training, and tips.
- \* Coordinates training for programming chairs, scholarship chairs.
- \* Collaborates with other Councils, Order of Omega, and College staff to develop leadership training for organization officers.
- \* Works with campus offices to develop resources for organizations' programming chairs

#### VP- Community Service & Philanthropy

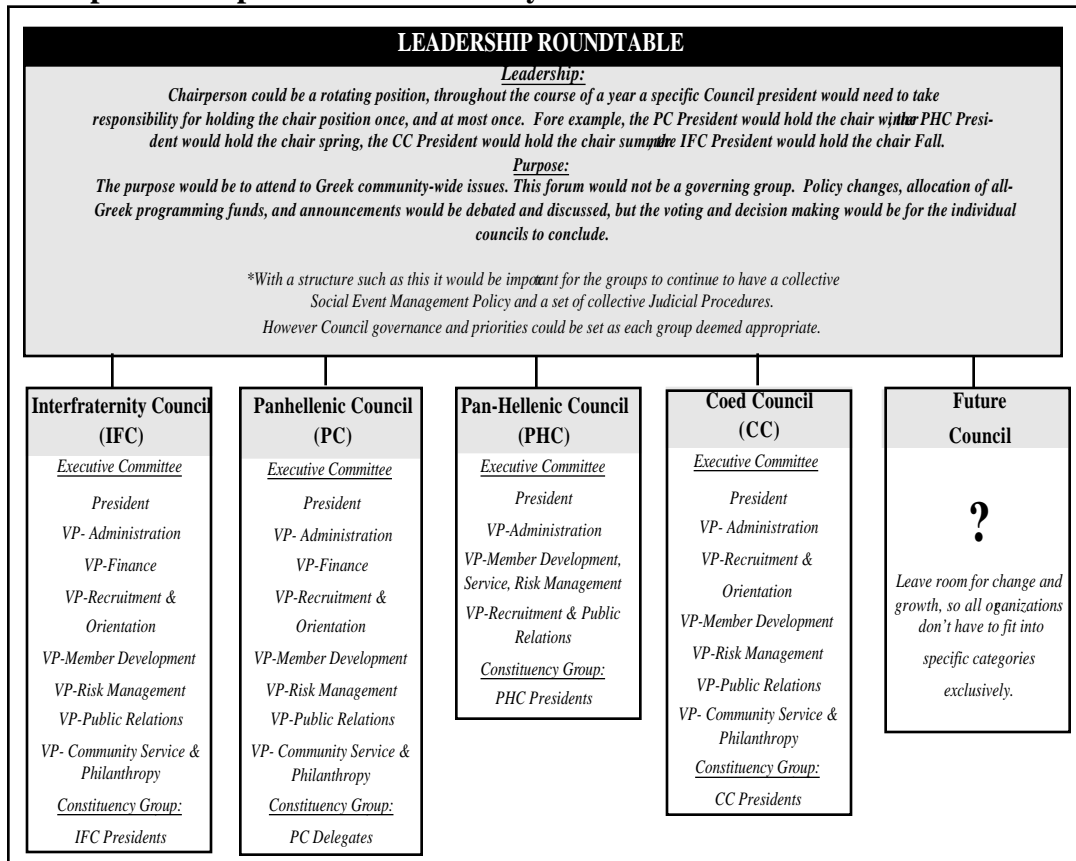
- \* Works with campus and community agencies to find service projects for organizations to get in
- \* Develops strategies to promote inter-Council and Greek community unity.
- \* Works with organizations in planning and developing neighborhood programs to community r
- \* Organizes and plan relationship building events with key stakeholders in the campus and Hanover community.
- \* Coordinates training for service chairs, alumni/ae relations chairs
- \* Facilitates the planning for all-Council service activities.
- \* Serves as Liaison to major agencies for Council fundraising efforts

#### VP- Public Relations

- \* Develops and implements public relations information for the Council.
- \* Coordinate the training of organizational public relations chairs.
- \* Responsible for promoting Greek Life to the campus community, local community, nonaffiliated students, potential members, and the affiliated members themselves.
- \* Works with data and social marketing techniques to change negative perceptions
- \* Editor in Chief of all Council publications- website, newspaper, newsletter, marketing campai
- \* Collaborates with other officers to strategically organize high profile events where Greek students can showcase their strengths.

## Appendix B

### Proposed Sample Greek Community Governance Structure



## Appendix C

### Greek Life Steering Committee Logistics and Mechanics

#### Summary

Throughout the fall term 2000, members of the Greek Life Steering Committee worked collaboratively to develop an over-arching vision and a set of Guiding Principles / values for the Greek community. This values-based foundation has served as a springboard to support the efforts of the subsequent phases of the committee's work. During winter term 2001 the primary emphasis for the committee consisted of more specialized conversations in subcommittees based around these guiding principles.

Over the course of the three terms that the Greek Life Steering Committee has been working, thirty-five people have participated in total, of which seventeen were undergraduate students. The sheer size of coordinating this group's efforts was somewhat challenging, but the level of involvement from all participants is to be commended. More impressive than the level of participation was the fact that students largely directed the committee. The degree of responsibility, poise, and leadership displayed by all of the students especially was especially profound. In total, the committee's work was executed in such a way to not only fulfill the committee's charge, but to also foster partnerships that may not have existed in the past or

needed to be redirected more positively. Members engaged in meaningful dialogue and began listening carefully to one another, thinking critically about the means and ends of the process. This process was one that has begun to bridge the gaps between students, alumni, and administrators. Moreover, the Dartmouth community can be proud and pleased of the sincere efforts and hard work that each Greek Life Steering Committee member invested.

### **Important Issue of Note**

From the beginning of the committee's work, we acknowledged the distinctions between the physical plant aspects and the organizational viability aspects of Greek participation. The intention of separating these factors was to deliberately concentrate on the collective organizational characteristics of each of the twenty-five Greek organizations. At present, twenty-one organizations are housed, seven are College owned, fifteen are privately owned, and four organizations are not housed. The administration of physical plant standards are uniformly encompassing for any type of residential group- Greek, affinity house, residence hall program, undergraduate society and senior society, especially with regard to safety issues. Based on these similarities, and in the larger context of creating consistency in residential facilities across the diversity of options, we separated organizational issues from physical plant issues. (Bernard Haskell, Assistant Director of Residential Operations, has been chairing a subcommittee looking at necessary changes in physical plant standards. The details of this review will be forthcoming.) An additional benefit of constructing our report in this manner is that all twenty-five Greek organizations will be held to a consistent set of ideals and expectations. It is our hope that by constructing a quality improvement plan based on the ability to effectively lead in all areas of organizational life, a group can be valued by the broader Dartmouth community as a viable organization regardless of whether it is housed or unhoused.

## Committee Membership

The steering committee consisted of faculty, staff, students (affiliated and nonaffiliated), and alumni. There have been minor changes to the committee's membership from the Fall Term to the Winter Term. One faculty member, Donald Pease, participated in the committee in the fall term, but he was away from campus during the Winter Term. Two other faculty members, Lenore Grenoble and Randy Michael Testa, resigned from the group for very different reasons. Lenore Grenoble's decision was due to time limitations, and Randy Testa's choice to resign was for philosophical reasons. After having been away from campus Fall Term, Professor Robert Binswanger joined the committee in the Winter Term. Carla Goodnoh, advisor to three Greek organizations was also added to the committee in the Winter Term. With regard to student membership, James Colligan was away during the Winter Term, and was replaced by Kevin Donahue; additionally, Lauren Foley resigned due to her personal time commitments, and Vanessa Green replaced her. Also, Maggie Shnayerson joined the committee unaffiliated, and became affiliated in Winter Term. The Coed, Fraternity, Sorority Council also appointed Fiona Herring to participate during Winter Term because the committee needed another student to assist with the subcommittee process. Shayan Bhattacharyya, although not a committee member, was helpful in completing the committee's work by assisting in the composition of the final report.

The winter term committee membership included the following individuals:

Cassie Barnhardt , Acting Assistant Dean of Residential Life	Robert Binswanger, Professor
Chris Chambers, Assistant Dean of Residential Life	Shihwan Chung `02, Greek Member
Ryan Clark `01, Student Assembly	Kevin Donahue `02, Greek Member
John Engelman `68, Corporation and Chapter Advisor	Megan Gleason `02, Student Assembly
Carla Goodnoh, Advisor	Ericka Gray, ORL Administrative Assistant
Vanessa Green `02, Greek Member	Fiona Herring `02, Greek Member
Bernard Haskell, Assistant Director of Residential Operations	Christian Hummel `01, Greek Member
Travis Horton `96, Dartmouth Graduate student, Greek Alumnus	Niaz Karim `03, Student Assembly
Liz Kleinerman `01, Greek Member	Dean Krishna `01, Greek Member
Stuart Lord, Dean of the Tucker Foundation	Christina Lyndon `04, Student Assembly
Robert McEwen, Dartmouth College Proctor	Akil Souhulu `97, Greek Member, Alumnus
Jonas Meyer `01, Greek Member	Marty Redman, Dean of Residential Life
Leigh Remy, Advisor, Assistant Dean of First-Year Students	James Sitar `01, Student Assembly
Maggie Shnayerson `03, Student Assembly representative	Annie Soutter `96, Community Director
Margaret Smith, Alcohol & Other Drug Coordinator	Mia Yocco `03, Greek Member
Simi Wilhelm, Alumni Advisor	

## All-Committee Meeting Summary

October 25, 2000

November 2, 2000

November 13, 2000

November 20, 2000  
 November 27, 2000  
 January 12, 2001  
 January 24, 2001  
 February 2, 2001  
 February 14, 2001  
 February 21, 2001  
 February 28, 2001  
 April 29, 2001  
 May 4, 2001

**Working Groups**

After the Greek Life Steering Committee developed the Guiding Principles, we immediately recognized the need to provide tangible methods for transferring these values into action so that Greek organizations could develop into more dynamic and vibrant campus members. Initially, we focused on seventeen functional areas of organizational life in a Greek organization:

- |   |  |
|---|--|
| Academic & Scholastic Development                                       | Accountability                             |
| Internal & Organizational Adjudication                                  | Advisory Involvement                       |
| Alumni Relations/ Lifelong Involvement                                  | Campus & Community Involvement             |
| Community Service & Philanthropic Outreach                              | Council Administration                     |
| Cultural Awareness & Development  | Financial Management                       |
| Greek Community Relations   | Leadership & Character Development         |
| New Member Orientation  | Organizational Administration & Management |
| Programming & Member Development  | Recruitment                                |
| Risk Management: Alcohol & Other Drugs, Hazing, Sexual Abuse/Assault    |  |
| Residential Facilities/ Physical Plant . . . Housing Corporation Boards |  |

These seventeen groups were extremely comprehensive. Nevertheless, it was quickly determined that by focusing on the wide variety of functional areas without a distinct connection to the Guiding Principles, we were running the risk of developing a report that would have limited value and effectiveness. One of the overarching conversations within the committee has been about creating a strategy aimed to fundamentally change the culture of Greek Life at Dartmouth. Therefore, with this in mind the committee adopted an alternative strategy to better link values and actions. We shifted the focus to the six Guiding Principles with the seventeen functional areas as discussion points within each Guiding Principle.

**Subcommittees**

The Greek Life Steering Committee was divided into six subcommittees, comprised of four to six members each. A steering committee student chairperson led these six Guiding Principle subcommittees - scholarship, brotherhood/sisterhood, leadership development, service/philanthropy, inclusivity, and accountability - with staff, students, and alumni in each group. One matter of note has been a dramatic display of student leadership and initiative. They have been integral to the writing and editing process of the entire report.

Each subcommittee was given a series of questions to consider. These questions served as catalysts for designing a plan intended to raise the current bar of behavior and organizational management in the Greek organizations. The student chairs were then asked to work with their committee members to think about the following:

What would it look like if an organization were achieving its potential with regard to a certain Guiding Principle? For example, in an organization that values scholarship, how is new member orientation planned and implemented so that it does not impose on a student's academic responsibilities? Further, in an organization that values leadership development, how might the content of the educational programming develop leadership skills for all members beyond just the positional leaders?

In the course of supporting organizations towards achieving their greatest potential, what types of resources, information, support networks, or skill development are needed to assist organizations in succeeding at this task?

The crux of their committee work was to provide organizations with the opportunity to transform themselves over the course of the next three years. Not only has the committee attended to clarifying and communicating greater institutional expectations, but it has also focused on constructing an environment where Greek organizations can internalize a greater vision for themselves.

Moreover, the final outcome of the Greek Life Steering Committee has been the creation of a three-year change model. This model outlines the specific strategies, relationships, and support networks to give Greek organizations the momentum to align themselves with their founding values and purpose, and become organizations with individual character and community responsibility.

## Appendix D

### **GLSC Implementation: Office of Residential Life Responsibilities**

1. Collect baseline data from each Greek organization in Spring Term 2001
2. Review action plans with organizations and ensure that they are realistic and achievable
3. Keep current and past action plans on file
4. Review the success of action plans with each organization in preparing the subsequent year's plan

#### Scholarship

- ❑ Report comparison data of each term's grades
- ❑ Work with Councils, Academic Skills Center and Career Services to provide training opportunities to scholarship chairs
- ❑ Work with Councils to identify faculty and staff members who are interested in working with Greek organizations
- ❑ Assist Councils in developing a Faculty Mentor program

#### Leadership Development

- ❑ Be more available and involved with regular student meetings and Council governance
- ❑ Sponsor more in depth financial training sessions focused on teaching money management and crafting payment plans, annual budgets and reimbursements
- ❑ Identify low-cost facilities for organizations to host retreats
- ❑ Provide educational materials or programs to facilitate the use of Robert's Rules of Order
- ❑ Work with Council leaders to participate in regular leadership training sessions at the beginning of the term in office
- ❑ Work with Councils to expand the relationship with the CFS Alumni Advisors Group
- ❑ Work with Councils and CFS Alumni Advisors Group to develop an advisor's manual and an annual training agenda (including new advisor orientation)
- ❑ Work with Councils to establish a more regular relationship with the Office of Alumni Relations in order to recruit advisors and communicate effectively
- ❑ Build an advisory relationship with the working groups of the Councils
- ❑ Work with Council leaders to establish a Leadership Advisory Group of Greek students starting in the summer of 2001
- ❑ Work with the Leadership Advisory Group to develop training and leadership programming to be offered during sophomore summer
- ❑ Work with Greek leaders to create a resource guide for planning effective retreats

#### Service/Philanthropy

- ❑ Identify low-cost spaces for hosting activities for groups without a social space or who need a larger social space for events
- ❑ Work with the Office of the Dean to make funding and mini-grants available to groups for "seed" money to carry out projects
- ❑ Communicate with service chairs on service/philanthropic initiatives
- ❑ Work with the Councils to develop resources for project planning, identifying agencies, and collaborating with other campus offices

- ❑ Establish a partnership with Councils and the Tucker Foundation to assist organizations with training and reflection processes

### Brotherhood / Sisterhood

- ❑ Provide resources for developing Big / Little Brother / Sister and mentor programs

### Inclusivity

- ❑ Work with the Councils to develop a written plan for recruitment by end of October 2001
- ❑ Work with the Councils to collect data on the rush/recruitment process
- ❑ Work with the Councils to provide educational resources on communication techniques (available by Fall 2001)
- ❑ Work with Councils to bring a values-based recruitment “expert” to campus prior to Winter Term 2002 Recruitment.
- ❑ Assist Councils in creating a consistent message of the six Guiding Principles in all communication regarding Greek organizations

### Accountability

- ❑ Work with Councils to provide a workshop to assist organizations in constructing a Code of Conduct
- ❑ Review, approve and file each organization’s Code of Conduct
- ❑ Work with Councils to evaluate adherence to the Codes of Conduct on an biannual basis
- ❑ Work with alumni advisors and the Undergraduate Judicial Affairs Officer to provide training to adjudication board members
- ❑ Work with Safety and Security and other staff to create a Social Event Management Policy that reflects changes in regulations
- ❑ Work with Councils, Safety and Security and other staff to assess, revise, and rewrite the Social Event Monitoring Protocols for the Greek Community officers and Safety and Security officers
- ❑ Streamline the *Recognition Policies and Procedures for Coed, Fraternal, and Sororal Organizations at Dartmouth College*, and replace the *Dartmouth College Coed, Fraternity, Sorority System Constitution and Minimum Standards* with one single document that contains all of the recognition guidelines and expectations for Coed, Fraternity, Sorority organizations on campus

## Appendix E

### GLSC Implementation: Greek Councils' Responsibilities

#### Scholarship

- Expand the duties and responsibilities of the scholarship chair to include:
  - Working to maintain / improve high standards of scholarship
  - Providing resources for members
  - Developing relationships with faculty
  - Coordinating award and recognition efforts
  - Providing scholastic programming and development
  - Serving as the liaison to the Academic Skills Center and Career Services
- Collaborate with ORL, the Academic Skills Center, and Career Services to provide training for scholarship chairs
- Establish a Greek Scholarship Committee to begin 2002
  - Involve scholarship chairs, faculty mentors, alumni advisors, and others
  - Purpose: facilitate GLSC proposals and serve as a central resource
- Assist organizations in establishing a Faculty Mentor Program
  - Communicate to faculty and administrators to encourage their involvement with Greek organizations
  - Work with ORL to establish a process of identifying faculty and staff who are interested in working with Greek organizations
  - Recruit faculty to participate
  - To be developed throughout 2001 and initiated by 2002

#### Leadership Development

- Rewrite and revise governing documents to reflect the Greek Community Guiding Principles including:
  - *Recognition Policies and Procedures for Coed, Fraternal and Sororal Organizations at Dartmouth College*
  - Constitution and bylaws
  - Policies and procedures
  - Judicial committee guidelines
- Shift organizational structure to create a more equitable power dynamic between councils
  - Each council will have similar leadership positions affiliated with the guiding principles
  - Presiding leader (president) and additional officers for each area of the six Guiding Principles
  - Collaborate with all councils on complementary tasks
  - Establish working groups between similar council officers
- Work with ORL to expand the relationship with the CFS Alumni Advisors Group
- Work with ORL and CFS Alumni Advisors Group to develop an advisors' manual and an annual training agenda (including new advisor orientation)
- Work with ORL to establish a more regular relationship with the Office of Alumni Relations
  - Goal: to recruit advisors and communicate effectively

### Service / Philanthropy

- Expand and establish a position of service chair with duties to include:
  - Coordinating speakers or service representatives to assist with efforts
  - Providing service opportunities for groups and individuals
  - Implement a recognition program
  - Develop reflection opportunities
  - Serve as a liaison to Tucker foundation, ORL and other service organizations
  - Coordinate the involvement of Greek Community Service initiatives
- Coordinate Greek-wide service events
- Work with ORL to develop a resource that will provide information on projects, contact information, and coordination of events to Greek organizations
- Establish a partnership with ORL and the Tucker foundation to assist organizations in training and reflection

### Brotherhood / Sisterhood

- Spend time developing bonds among council members to model the way for organizations
- Reinvest in community building programs: all new member orientation programs, officer installations, etc
- In Inter-Greek activities, foster friendly competition, encourage values-based activities, and focus on alcohol free activities
- Bring programs to campus that work towards building community among organizations

### Inclusivity

- Choose educational speakers who present programs that expand the audience's understanding of diversity
- Only grant funding to programs or events that are respectful and cognizant of issues of diversity
- Be flexible and open to change and growth in terms of the national trend of the increasing popularity of culturally based Greek letter organizations
- Develop a written plan for recruitment with ORL by the end of October 2001
- Work with ORL to collect data on the rush/recruitment process
- Recruitment officers meet and work with rush/recruitment chairpersons and they hold office year round
- Work with ORL to provide educational resources on effective communication techniques by Fall 2001
- Work with ORL to bring a values-based recruitment "expert" to campus prior to Winter Term 2002 Recruitment.
- Assist ORL in creating a consistent message of the six Guiding Principles in all communication regarding Greek organizations

### Accountability

- Work with ORL to provide a workshop to assist organizations in constructing a code of conduct
- Take judicial responsibility for constituent organizations
- Rewrite and revise all policies and procedures

- ❑ Obtain better training for judicial council members
- ❑ Act as a resource for organizations to lodge complaints against other organizations and address the issues
- ❑ Hold council members responsible for fulfilling their duties
- ❑ Work with councils, Safety and Security and other staff to assess, revise, and rewrite the social event monitoring protocols for the Greek Community officers and Safety and Security staff
- ❑ Work with Alcohol and Other Drug education to increase Greek participation in programs and workshops

## Appendix F

### GLSC Implementation: Greek Organization Responsibilities & Annual Action Plans

#### Scholarship

- ❑ Enhance the duties of the scholarship chair to include:
  - Maintaining high academic standards
  - Provide resources
  - Develop faculty relationships
  - Execute awards and recognition programs
  - Provide programming and academic development efforts
  - Help members in need
  - Prepare and execute the Annual Action Plan
- ❑ Communicate scholarship programming to potential new members
- ❑ Recognize those that do well
- ❑ Day-to-day activities and rules should promote scholarship
- ❑ Work with members who are below a 2.3 GPA or who are on academic probation, warning, etc.
- ❑ Involve faculty and academic departments in programming
- ❑ Provide study spaces, access to technology, and quiet time in residence
- ❑ Work with councils to create a faculty mentor program to be in place by Winter 2001
- ❑ Increase faculty relationships and communication

#### Leadership Development

- ❑ Create and/or document new member education plan to include
  - Meeting agendas
  - Bid acceptance activities
  - Pre-initiation activities
  - Written responsibilities of new members
- ❑ Provide programming and member development efforts
- ❑ Document administrative and financial management processes
- ❑ Create, document, and implement officer training and transition process
- ❑ Document plans for overall organizational development
- ❑ Create, document and implement plans for advisor involvement
- ❑ Conduct regular alcohol-free business meetings
- ❑ Work with alumni advisors to find financial and other resources for educational programming for members
- ❑ Establish an active advisor or advisory board to be in place by January 2002
- ❑ Work with Councils in their efforts to host educational speakers

#### Service / Philanthropy

- ❑ Expand and establish a position of service chair and his/her duties to include:
  - Coordinating speakers or service representatives to assist with efforts
  - Providing service opportunities for groups and individuals

- Implement a recognition program for members who participate in service
- Develop reflection opportunities
- Serve as a liaison to the Tucker Foundation, ORL, and other service organizations
- Coordinate involvement in Greek Community service initiatives
- Communicate service initiatives to potential new members
- Recognize members for their participation in service
- Identify agencies to work with, general guidelines of project plans, and causes to participate in
- Provide service opportunities to members
- Clarify individual members' responsibilities associated with service
- Seek additional funding for projects or programs
- Provide members with opportunities to reflect on their involvement in service
- Develop methods for alumni to participate in service during high-traffic alumni times

### Brotherhood/Sisterhood

- Communicate organizational values to potential new members
- Recognize member (undergraduate and alumni) whose actions promote brotherhood / sisterhood
- Day-to-day activities should promote brotherhood/sisterhood
- Designate an officer responsible for carrying out efforts related to building brotherhood/sisterhood
- Plan events focused on brotherhood/sisterhood
- Enable members to communicate about the development of brotherhood/sisterhood
- Develop and/or enhance Big/Little Brother/Sister programs
- Revive and encourage or create rituals and ceremonies

### Inclusivity

- Establish the president as the presiding officer over the goals of inclusivity for the organization
- Move the organization towards inclusion in its day-to-day activities
- Provide cultural and diversity focused programming
- Develop partnerships with non-Greek groups on campus for programming activities
- Describe the organization's recruitment program
  - Establish a chairperson to carry out the rush/recruitment plan and hold office year round
  - Develop recruitment materials (media) that are consistent with the six Guiding Principles
  - Activities should foster positive and helpful interaction with nonaffiliated Dartmouth students
- Learn about values-based recruitment
- Broaden training for rush counselors to involve communication of values and their relevance in events and activities
- Foster one-on-one interactions year round

Accountability

- Develop a code of conduct to include:
  - Inappropriate actions and their respective consequences
  - Examples and respective penalties
  - Provisions for limiting involvement of members who have been separated from the College for violating the Dartmouth College Principle of Community
- Create or enhance an internal adjudication board to enforce the Code of Conduct
  - Include provisions for selecting members
  - Provide accessibility for members to submit concerns regarding infringements
- Communicate the Code of Conduct and all policies / procedures to all members
  - Encourage members to report policy violations
  - Encourage members to leave social events where policy violations are occurring
  - Discourage excessive alcohol consumption
  - Limit number of significant social obligations during academic work week
  - Discourage alcohol use on the exterior of the property
  - Encourage members to become more involved in Alcohol and Other Drug education efforts

## **Appendix G**

### **GLSC Implementation: Campus Department Responsibilities**

#### **Office of the Dean of the College**

- ❑ Work with Office of Residential Life in evaluating and interpreting academic grade reports
- ❑ Explore the option of providing funding or mini-grants for organizations that need “seed” money to carry out service projects
- ❑ Communicate to faculty that serving as a Faculty Mentor is consistent with the educational goals of the College

#### **Academic Skills Center**

- ❑ Collaborate with the Office of Residential Life, Career Services, and Greek Councils to provide training opportunities for scholarship chairs

#### **Career Services**

- ❑ Collaborate with the Office of Residential Life, the Academic Skills Center, and Greek Councils to provide training opportunities for scholarship chairs

#### **Faculty**

- ❑ Communicate with the Office of Residential Life, Administrators and the Councils to encourage involvement with Greek organizations
- ❑ Consider becoming a Faculty Mentor for Greek organization

#### **Administrators**

- ❑ Communicate with the Office of Residential Life, Faculty and the Councils to encourage involvement with Greek organizations
- ❑ Be supportive and consistent: follow and support the rules that are created.
- ❑ Build open, honest communication and a partnership with the Greek community

#### **Alumni Advisors**

- ❑ Work with organizations to obtain funding for organizational leaders or members to participate in leadership education programs

#### **CFS Alumni Advisors Group**

- ❑ Expand the relationship with the Office of Residential Life and the Councils
- ❑ Partner with these organizations to increase training and resource development, including an annual training agenda (including new advisor orientation) and an advisors manual by January of 2002.
- ❑ Develop a mission statement and governing documents and hold annual elections of officers
  - Include an attendance policy: organizations that do not have an advisor attend two consecutive meetings will result in the loss of privileges, including the possibility of social suspension
  - Meet at least quarterly

#### **Health Services / Alcohol & Other Drug Education**

- ❑ Assist ORL and Councils in bringing at least one educational speaker at term that can address risk management issues and high-risk behaviors.

- ❑ Encourage greater Greek participation in educational outreach programs.

**Tucker Foundation**

- ❑ Establish a partnership with service chairs and the Office of Residential Life to better support organizations
- ❑ Assist organizations with training and providing reflection activities

**Office of Alumni Relations**

- ❑ Establish a relationship with Councils and the Office of Residential Life to support Greek organizations in recruiting alumni advisors and to communicate with alumni more effectively.

**Undergraduate Finance Committee and Programming Board**

- ❑ Consider providing funding to individual Greek organizations for major service endeavors

**Undergraduate Judicial Affairs Office**

- ❑ Work with the Office of Residential Life to provide training to adjudication board members

**Safety and Security**

- ❑ Participate in educational programming to promote greater understanding and caring with students.
- ❑ Work with the Office of Residential Life, Greek Leaders, and other college staff to create a Social Event Management policy that immediately reflects all changes in regulations
- ❑ Work with the Office of Residential Life, Council Leaders, and other college staff to assess, revise, and rewrite the Social Event Monitoring protocols for the Greek Community monitors and Safety and Security monitoring officers

## **Greek Life Steering Committee Subcommittee Reports**

The following are the subcommittee reports that were submitted to the Greek Life Steering Committee as a step towards completing the *Strategies for Implementing the Greek Community Guiding Principles* section of this report. These subcommittee reports are in their original format, except for some minor editing.

Scholarship Subcommittee Report

Leadership Development Subcommittee Report

Service / Philanthropy Subcommittee Report

Brotherhood /Sisterhood Subcommittee Report

Inclusivity Subcommittee Report

Accountability Subcommittee Report

## **Scholarship Subcommittee Report**

Academic development and scholarship are integral to the life of all Dartmouth students. As a Greek community, we want to support, encourage, and celebrate the academic pursuits of our members. We want to foster a worthwhile, positive, and fulfilling relationship between Greek members, administrators, faculty, and the Dartmouth community as a whole.

Greek organizations provide a unique environment in which students can develop academically outside of the typical classroom experience. Because of this, standards of excellence for academic achievement can be grouped into two primary categories: academic achievement based on classroom performance, which is quantifiable; and academic achievement which transcends pure classroom education by affecting a student's intellectual and personal development. Throughout its history, Dartmouth College has sought to provide an educational environment that fosters mutual inclusion of both categories for each of its students. Accordingly, any standards of academic excellence applied to Greek organizations and their members should include not only those based on achievements within the classroom. Pursuits such as internships and volunteer work can be as instrumental in a student's intellectual and personal development as participation in an academic course.

### **The Scholarship Subcommittee implementation strategies are:**

- I. The committee charges the Dartmouth administration to stand behind the Greek constituency of the Dartmouth community. Beginning in Spring 2001, the administration (i.e. President, Dean of the Faculty, Dean of the College, and Provost) must communicate to the faculty and other administrators that their involvement with Greek organizations is encouraged and will not be detrimental to their careers. Moreover, their involvement with Greek members of the Dartmouth community will be viewed, officially, as positive, proactive, and praiseworthy.
- II. Recent Greek community grade reports indicate that Greek organizations already adhere to high academic standards. However, it is important for the Greek community to correctly evaluate and interpret this data in a larger context. Therefore we charge the Office of Residential Life (in conjunction with the appropriate representatives from the Dean of the College Office and/or the Office of the Registrar) to report comparison data in each term's grade report. This comparison data should include the sophomore through senior GPA, the sophomore through senior female GPA, the sophomore through senior male GPA, and the all-sophomore GPA. This data will allow Greek organizations to evaluate their progress in relation to the campus at-large and set goals accordingly. Similarly, the data will provide useful comparisons between students that are new members of Greek organizations, and students that are unaffiliated. New member GPA comparisons are good indicators in identifying new member programs that enhance a student's experience, or new member programs that need work.
- III. Each CFS organization shall make it clear to members that their primary responsibility is to academics. Failure to achieve a minimum grade-point average (see below) will result in restrictions on individuals' involvement with their Greek organization. This plan will be submitted to the Office of Residential Life staff for review and approval. Students will have one term to remedy low GPA.
  1. In order to join a Greek organization, one must have a 2.3 GPA. Implementation of the GPA requirement will begin Winter 2002 for new members. Current Greek members with GPAs below 2.3 will be given until the end of Spring Term 2002 to raise their GPAs above the required level.

2. If a student has received an academic warning from the College s/he shall work out an academic improvement plan with their organization's scholarship officer and faculty mentor (and any other individuals that a organization has deemed appropriate) which may include limitations on activities with the organization.
  3. If the College puts a student on academic probation, this student will be 'inactive' for the term. During this term the student will meet with the organization's scholarship officer, alumni advisor, and faculty mentor to come up with a plan of action -- how to address the academic problems and how to remedy them.
  4. A Greek member must have a 2.3 GPA in order to be elected and serve as an officer of the organization or on one of the Greek Council executive committees.
  5. GPA reports will be released to Scholarship Chairs and Presidents of all Greek organizations.
  6. Greek members excelling in pure academics or other academic endeavors (internships, study abroad programs, etc.) should be recognized. Each organization should come up with a plan to recognize members for their achievements – announcing their names at meetings, presenting them with gifts, etc. These plans for recognizing members will be highlighted in the annual Action Plan.
- IV. Beginning Fall 2001, all Greek organizations must periodically submit an organizational academic plan to the Office of Residential Life. The specifics of the plan are left up to the individual houses. The plan should focus on the day-to-day chapter activities and rules that help promote academic success. Ideas include, but are not limited to, establishing mentors (undergraduate, graduate and faculty) within the house, establishing certain hours as quiet time, holding a learning workshop each term, maintaining and expanding the physical library in each house, and restricting social events from being held on dates that interfere with the academic life of members. CFS organizations should demonstrate that they take their academic obligations seriously, and that many of their activities enhance the academic mission of the College.
- V. Beginning Spring 2001, the position of Scholarship Chair must be instituted by every Greek organization. Duties and responsibilities should include the following:
1. Working to maintain and improve the high standards of scholarship in the organization.
  2. Providing resources that allow members to pursue and achieve scholarship goals.
  3. Seeking a faculty member to act as a mentor for the organization.
  4. Determining what awards should be given to members who have demonstrated academic and intellectual improvement and achievement.
  5. Providing occasional presentations at meetings to help members with their course and major selection, as well as to provide suggestions and resources for the improvement of study skills, time management, etc.
  6. Serving as the organization's liaison to the Academic Skills Center.
  7. Consulting with the organization's president and faculty mentor regarding individual members who appear to be having academic difficulties.
  8. Preparing and submitting an academic development plan for that term including specific goals, activities (with dates), and a review of the previous term's academic plan.
- VI. Beginning Fall 2001, Greek Councils and leaders should organize programs that enhance the academic lives of their members and the broader Dartmouth community. Lectures, panel discussions, debates and academic contests should become an integral part of the Greek

community. The Greek Councils and leaders should take specific steps to build strong and positive relationships with faculty members in the following ways:

1. Each fall the Greek Councils should organize an event to introduce new faculty to the Greek community.
2. Each spring, the Councils should organize an event to honor retiring faculty for their years of service to the College.
3. The Greek Councils should consider establishing awards for excellence in faculty teaching and mentoring.
4. A lecture series comprised of Dartmouth current faculty, emeriti, alumni, or other experts should be organized by the joint efforts of the Greek Councils. Three or four times a term an organization should invite a speaker to come into the chapter and discuss his or her academic or professional studies. The series should be widely publicized.
5. Each organization should seek out a faculty member to act as a mentor for the organization and to work with the Scholarship Chair on academic issues relating to the organization.
6. Every month a "Greek Newsletter" should be produced which highlights members' activities, events from each organization, etc. The committee charges the Office of Residential Life and the Greek Councils to work together to coordinate this undertaking. This newsletter should be distributed campus-wide so that all students, faculty, and administrators are aware of the Greek organizations and their commitment to the Dartmouth community.
7. The Greek Councils are encouraged to promote scholarly programs such as an academic writing contests that are open to the entire student body. Faculty members will be solicited to serve as judges for these annual contests. Cash prizes should be partially funded from yearly donations from each CFS house. The contest should be widely publicized and the winning entries published in existing campus publications. Alternately, a Greek publication, such as the "Greek Newsletter", could devote one issue for the winning entries. This program should start out modestly, and be expanded during successive terms as interest for it increases.

VII. Beginning Fall 2001, each Greek organization should develop a job description for the position of Faculty Mentor.

1. Faculty mentors should serve as sounding boards for the organization they advise.
2. They should share the faculty's concerns regarding Greek organizations with organizational leaders.
3. They should help advise with programming events of an intellectual, cultural, academic, or pre-professional nature.
4. They should be available for academic counseling and general academic advice for members at risk.
5. The President, Scholarship Chair, and Advisor of each Greek organization are charged with recruiting a faculty member to serve in this capacity.

VIII. Beginning Spring 2002, a Greek scholarship committee should be established in order to facilitate the above proposals and to provide a clearinghouse, sounding board and resource for each Greek organization seeking to improve the intellectual development of its members. The Office of Residential Life staff will coordinate with Greek Leaders to form this committee. Such a committee can serve to minimize the tendency for individual groups to

waste time solving similar problems and to encourage communication of successful plans between organizations. The members of the committee may include scholarship chairs, faculty mentors, alumni advisors, and appropriate (and willing) administrators (Class Deans, Dean of the Faculty, Academic Skills Center, or Career Services staff, etc.).

## Leadership Subcommittee Report

**PERSPECTIVE:** As students, we have come to Dartmouth to be educated. This education comes in a vast number of forms and is different for each student. We believe that an overriding principle of this learning experience is the College's commitment to foster graduates with the ability to grow both individually and collectively within a community. Integral to this growth is the leadership process that can occur within the College's Coed, Fraternity and Sorority Organizations.

As the system currently functions, leadership opportunities for students in official capacities within the system and for those who are behind-the-scenes leaders are limited due to a severe lack of consistent and organized training.

In addition, the Greek System's advisory, chapter administration, financial, new member orientation, member development and programming structures do not reach their potential.

We believe the current systems in place with the Greek System, such as the Panhellenic, Interfraternity, and Coed, Fraternity and Sorority Councils, are not utilized as they should be and do not have the support of the institution or adequate training to fulfill their charges efficiently.

In the following recommendations, we respectfully offer suggestions to The Board of Trustees as to how these areas can be improved, leading to better student self-government and administration-student body relationships.

It is our firm conviction that should our suggestions be implemented, the student educational experience at the College through the Greek System will be improved immensely.

### **RECOMMENDATIONS:**

#### **Advisory Development:**

The “traditional” advisor role is increasingly difficult to fulfill. Changing work and family environments mean that fewer men and women have a significant amount of time to devote to volunteer advisory positions. In addition, our location further limits our pool of potential advisors. Organizations should explore different models of advisor involvement (i.e. “off-site” advisors, rotating advisory positions, young alumni, other Greek organization alumni, etc.)

#### RESOURCES TO ESTABLISH ADVISORY BOARDS

- Work with alumni development to **identify alumni “prospects”** based on membership and history of alumni involvement.
- Develop an **alumni relations training program for chapter officers** — database development, newsletter/publication design and production, etc. Or develop an all-Greek alumni newsletter. Chapters could add an insert specific to their own organizations. Using Stuart Howe would significantly reduce cost.

- Sigma Delta's **Call-A-Thon** is a model alumni relations program, other chapters should consider implementing similar ones.
- **Hosting a local alumnae Panhellenic and Interfraternity Councils program** could help identify men and women in other organizations who could be useful to current Dartmouth council members.

#### TRAINING ADVISORS, WHEN, PARTICIPATION, WHO IS RESPONSIBLE?

- New chapter advisors should **meet with Cassie Barnhardt for a one-on-one introduction**. They in turn should be responsible for orienting other advisory board members.
- Develop a **centralized advising manual**.
- On a yearly basis, advisors should meet for a **“professional” development workshop**, planned by the Greek Staff.

#### IDEAL SCENARIO FOR ALUMNI ADVISORY INVOLVEMENT

- Corporation and Advisory Boards should be established for each chapter without overlapping of officers for legal reasons.
- Faculty advisors should exist for each chapter.
- Advisor(s) would **communicate with their chapters every other week**, at minimum.
- Consider **house director positions** (graduate students with advisory responsibilities) who *would not live in the house*.
- **Annual formal meetings** of the corporation.
- Advisors would need to **“sign-off” on all annual reviews**.
- For local chapters, consider **contracting out for annual consultant visits**.

#### TYPES OF TRAINING PROGRAMS

- Seminars with the College Counsel regarding **legal issues**.
- Consultation services for chapter-owned properties regarding **property management**.
- **Investment seminars** with local banks.
- **“Best practices”** roundtable luncheons.
- **Separate out the men's, women's, and co-ed advisors** on occasion.

#### Chapter Administration & Management:

The revolving nature of the “D-Plan” makes it difficult to have student leaders on council positions or in house leader positions for three consecutive terms. Interim leaders are always being elected, and the lag that exists between the full knowledge of an outgoing president and the training of a new interim president, for example, is extreme and can be a vulnerable time for a Greek organization.

The committee recommends that no expense or consideration be spared in order to provide the most consistency possible for members of Greek organizations in order to cut down on that vulnerability and resulting lack of leadership in each house.

#### COMMUNICATION CHANNELS

- **Better contact with alumni** should be a priority. They are an excellent resource and have experience pertaining to administration *and* to the Greek System.

- **Administrative meetings** should be held for executive boards during which official house leaders meet to discuss house problems and agendas. Meetings should be creative and interesting in order to encourage attendance (see Leadership Training & Programming.)

#### DEVELOPING PARLIAMENTARY MEETING SKILLS

- **CFS Administrators should be available to attend administrative meetings** and train house executives to conduct managerial meetings and delegate responsibilities.
- **More one-on-one training between house leaders and CFS Administrators** in order to facilitate transitional periods.

#### SKILLS LEADERS SHOULD LEARN THROUGH THEIR GREEK AFFILIATION

- Greek leaders should take care to **know all members of their house**.
- **Communication skills**.
- The **ability to ask for a resignation** from a fellow leader who may not be living up to the spirit and law of the leadership position.

#### TAPPING INTO THE RESOURCES OF SENIORS BETTER

- Seniors are invaluable as resources. They will soon *be* alumni, so why not use them as **sources of guidance in how to contact alums?**
- Hold “**senior nights**” during which house members can have question & answer sessions.
- If **seniors are not participating actively** in the organization, house leaders should find out why.
- Potentially **design a leadership position which would function as a liaison between seniors and the rest of the house**.

#### **Financial Management:**

Currently, there is an incredible lack of training and support for treasurers and other financial officers especially in local houses. We propose:

- **Training sessions** should be more in depth and need to focus not only on the proper management of money, but on social problems that can arise in the house over money. For instance, some people might not want to pay dues one term or might not be able to pay dues one term. Situations like these place treasurers in difficult positions. It would be beneficial if there were training programs in place to teach house financial managers to approach these circumstances. Money is a sensitive issue, and situations involving money need to be dealt with in an appropriate manner.
- **A three-account model** might be looked into as a possibility. Having a social fund and a house fund — as most Greek houses do currently — is not the best way to go about managing money. A third separate fund for alcohol purchases might decrease the level of secrecy between students and administrators. Currently, students in Greek houses who manage and hold so-called “slush funds” appropriated for alcohol purchases in their names open themselves up to severe legal action.

- **Training House Advisors in Fiscal Management** could aid student-treasurers who often need the assistance of a hands-on experienced consultant in handling the financial affairs of their house.

### **Leadership Training & Programming:**

#### TRAINING:

We would like to propose that additional training be student-supervised. We propose that student trainers be chosen through an application process similar to that of choosing the “H-Crew” and the “Lodge Crew” for DOC Trips. Leaders should represent a mix of students from different backgrounds, including affiliated and non-affiliated students. They would have to be dynamic, creative, witty, charismatic and filled with personality. This leadership opportunity should be advertised just as being a member of the “H-Crew” and the “Lodge Crew” is. These particular positions are seen as honors on campus.

- **Training Sessions at particular times** such as during:
  1. *Freshmen Trips:* The attentive level of the incoming class during this time would make it easy to show new students what it means to be involved with the Dartmouth Greek System. The “H-Crew” could easily be specifically trained to create a fun, lively, memorable and educational presentation.
  2. *Sophomore Summer:* During this unique period on campus, students in the sophomore class are the only students at Dartmouth. Generally speaking, they feel empowered and inspired to become leaders of their school.
  3. *Rush:* Questions about becoming Greek should be answered prior to rush period to aid students in making the decision of whether or not to become affiliated. Students may not be aware of the responsibilities and the rewards of being Greek. Students need to know that there are other aspects intrinsic to being a member of the Dartmouth Greek System — such as those found in the Guiding Principles — besides joining a drinking club. Catching students *before* they enter the system may be the only way to change its course.
  4. *A Greek Leader Summit Retreat:* An overnight that students will lead to discuss what the responsibilities and roles of a leader in the system are. This can be FUN and should be promoted that way. No cost should be spared this event, as enticing Greek leaders to the event and inspiring them to bring back what they learn to their respective organizations is crucial. Students should be allowed to vote on the location of the event and be allowed a significant budget to handle for it. The event should be *strictly alcohol-free*.

\*\*\***Training should exist for leaders** at the beginning of each term of election. Rules regarding on and off terms should be strictly enforced for leaders in order to provide consistency. The “D-Plan” makes it increasingly difficult for leaders to provide steady role models. The committee recommends the Trustees consider the holes the “D-Plan” leaves in providing consistent leadership roles for Greek students.

\*\*\***An emphasis should be made on making these information and training sessions FUN, CREATIVE, INTERESTING, EXCITING and MEMORABLE.** In this spirit, we recommend presentations be made in a dramatic setting, something akin to the presentation

made to students this winter by the Class of 2001 called “Perspectives.” Nearly 400 students attended that production and *didn’t leave*. Let students plan the sessions, and they will achieve similar popularity.

- **A more colloquial explanation of Minimum Standards.** Current rules and regulations are written from a legal, administrative perspective; students find them cumbersome to read and understand. Were the requirements explained through a campus publication such as humor magazine *The Jackolantern*, they might be better understood. Drawings and comics to explain the standards and poke fun at them would disseminate the information memorably.

#### RESOURCES

- The **Office of Residential Life** has excellent experience, personnel and resources. They should be utilized at all junctions.
- **Students.** A committee on Greek Leadership Training might even be formed, which could review applications for the training positions at the beginning of the fall term each year.

\*\*\*We want to emphasize that questionnaires and endless leader summit meetings in order to fulfill an administrative quota are NOT the way to form effective leaders. Students know what they need and are not afraid to ask for it or to stand up for it. We *should be listening to them*.

- **Greek houses, Councils and Student Assembly.** Houses should be involved in making the decision on how to train their leaders and all of these groups should be a presence on any committees formed.

#### **New Member Orientation:**

The general rule at most of Dartmouth's Greek organizations contends that inappropriate new member activities, otherwise known as hazing, are not improper if the new member engaging in the behavior consents. However, new members often feel it is easier to give in and participate in the activity, despite a high level of discomfort, than to stand out and resist. Just because a new member may appear to be enjoying the activity does not mean that the Greek leaders of the organization should condone or encourage it. The opinion that through shared strife new members develop kinship, is not one that should apply at an educational institution.

Hazing activities are detrimental to the goals of Greek letter organizations and should be combated from two sides: at the new member level and at the leader level. However, innocent new member activities CAN help new members bond and are activities in which new members often take pride in participating. To eradicate these activities would take away from the Greek experience. What is necessary is to train student leaders and new members in how to recognize the difference between the two.

#### TRAINING, EDUCATION & POLICY MEASURES

- In order to rush or join a Greek organization, new members should be **required to view educational films or news clips regarding hazing**. To prevent group pressure from forming, new members might be required to view these presentations alone.
- Before pledging a house and after accepting a bid, **seniors and new members should meet in a formal setting to frankly discuss** what is expected of new members and what will NOT be asked of them.
- Specific **training about hazing laws and consequences** will be given to leaders during training periods at the beginning of their tenures.

#### New Member Orientation Period & Training for Leadership Roles

- Traditional “pledge periods” vary at each house on campus. A **strictly held month-long period** might be mandated as the longest period of time allowed between being a pledge and a full member. With hazing complaints would come a systematic shortening of the allowed pledge period. Certain houses do not even have a pledge period, as new members become full-fledged members on bid signing. Rushees should be made aware during the rush process, in an **organized and required information session**, of the existence of these houses and the traditional pledge activities of each house. A self-selecting process might then come into play in which students themselves judge which types of activities they condone and what kind of experience they want from joining a Greek letter organization.

#### MODEL OF AN EFFICIENT NEW MEMBER PROGRAM

Sigma Phi Epsilon’s “Balanced Man” program, emphasizing inclusion upon bid offering, is an excellent pattern for houses to follow, as is Kappa Delta Epsilon’s automatic sister policy. It is unrealistic to expect that all houses will agree to this policy. The disadvantage to policies like these is that members not involved in pledge activities sometimes feel less connected to their house since they are not mandated to participate in activities in order to attain full member status. We recommend representatives from each house be elected by their fellow house members and appointed to a committee that would decide on a program which would encompass a house’s individual expressions and prevent negative effects on pledges during the period.

#### ***Member Development & Programming:***

##### PROGRAMMING WITHOUT OVER-PROGRAMMING

Over-programming occurs when requirements are too high and the energy spent by members on organizing programs is spread too thin because of disinterest in those requirements. We propose chapters be allowed to **pick themes each term**, in the same fashion that Kappa Kappa Gamma has chosen to concentrate their programming activities on breast cancer this winter term. They would then be required to organize two to four programming events per term based on that term’s theme. Increased interest and fewer required events will lead to better programs with more student enthusiasm behind them.

## **Service / Philanthropy Subcommittee Report**

As students of Dartmouth College, we are members of both the smaller college community and the Upper Valley community that encompasses us. As members in these communities it is our role to promote and facilitate citizenship through service to others. Members of Dartmouth College's Greek system must collectively aspire to uphold a commitment to fostering an ethic of support and care through community involvement and outreach.

It is essential that the Greek system embrace our recommendations as part of their responsibility to the community at large. Each Greek organization has specific characteristics which should not be stifled by "box checking" regulations. We need to appeal to their diversity and allow the organizations to create their own service projects. If the Greek system is to continue as active members of the Dartmouth community, behavioral changes are inherently necessary. Our recommendations challenge the Greek community to develop their own philanthropic responsibilities and inevitably create an ethic of care intrinsic to the Greek experience.

We forewarn that our recommendations should be taken very seriously, as the life of the Greek community at Dartmouth will no doubt be abolished unless fundamental changes are made. We do not believe that the Greek system should be held to a higher standard than the rest of the Dartmouth community. However, by challenging them to define and willingly accept service and philanthropy they will become role models for the Dartmouth community as a whole.

### **Recommendations**

(It should be emphasized that our recommendations stress behavioral as opposed to structural changes.)

#### **Service & Philanthropy within each Greek organization**

Individual members will actively participate in community service as part of their responsibility as members of a Greek organization.

Each organization will be encouraged to take on a cause(s) in which they have a vested interest and desire to participate.

We recommend that there be a position within each organization which has community service and philanthropy as one of its primary responsibilities.

Community speakers and service representatives are welcome to encourage and advise members in various community service activities.

Greek organizations should recognize and reward members who have outstanding participation in community service.

Each organization must develop a reflection opportunity for its members once a term.

A brief summary of this should be included in reports/ correspondence submitted to the Office of Residential Life staff as part of the Action Plan review process.

#### **Service & Philanthropy within the Dartmouth Community**

### ***College Functions***

The door should be opened to the Greeks for full participation in student organizations that serve the Dartmouth community. They should not be excluded as a group on the basis that they are Greek, and should be encouraged to collaborate on all

campus initiatives like orientation, commencement, and others. Just as all other student interest groups, Greeks should not be barred from access to Student Activities funds.

The Greek community should serve to meet the needs of the Upper Valley Community, and possibly have a solid relationship with one group in this region. Organizations should work to establish a long-term project with a specific agency or program.

Greek organizations should not be prohibited from coordinating and collaborating together and with other organizations to plan events that will have a greater positive impact on the community as a whole.

### ***Social Responsibility***

Members should be mindful to uphold responsible social actions. They should be conscious of their representation/ position within the Dartmouth community as a whole. We are aware that the college has forced the responsibility of providing much of the campus' social scene upon the Greek community. However, the Greek community must be considerate when recognizing this gives them the responsibility as good hosts.

### **Service & Philanthropic Support for Greek Organizations**

#### ***Office of Residential Life***

- The current Office of Residential Life in collaboration with Greek leaders should help the Greek community coordinate and execute service projects. The office should provide information on types of projects and contacts, and help coordinate with other Dartmouth offices and organizations (e.g. the Tucker Foundation). This resource should be made available by September of 2001.
- Specifically, we recommend that resource materials be kept by the Office of Residential Life describing past projects (in the form of files, CD-rom, on the web, etc.). At the end of each term, Greek organizations should be required to reflect on one successful service project. Detailed records, including a one-page report should provide information such as helpful contacts, a general explanation of what was accomplished, an evaluation, and suggestions for improvement in the future.
- Resources will be accessible for all organizations. The College should provide a framework of information to assist the Greek community as a whole. It will be valuable in stimulating successful service project ideas, and building upon past projects year after year.

#### ***CFSC***

We suggest that there be a modification to the leadership structure of the Greek Councils. An executive leadership position should be dedicated to further integrating service and philanthropy as a responsibility of the Greek community. Service and philanthropic activities should be developed through the Council leadership to serve as a means to foster Greek community pride, cooperation, and unity among organizations.

***Student Assembly***

We suggest that the Councils should have the independent authority in deciding which service projects to which they choose to lend their support.

## **Brotherhood / Sisterhood Subcommittee Report**

The core organizing principle within the fraternity and sorority movement is the concept of brotherhood and sisterhood. Greek membership fosters something special and oftentimes more enduring than a simple friendship and, ideally, the initial bonds created among members as undergraduates continue to strengthen and deepen well into the alumni years. The kinds of associations established in Greek organization rise to the ranks of brotherhood and sisterhood because these relationships are built on common values, principles, and commitments, much like a family. By deciding to join a Greek organization, members enter into a union with their brothers and sisters by means of a formal ritual or ceremony. The individual pledges to live a life upholding fraternal commitments, such as honor, truth, loyalty, character, and goodness. Friendships are then elevated to brotherhood and sisterhood as the members participate in college life by striving to collectively exemplify these ideals in their actions and behaviors.

Many positive and enduring friendships are fostered within the Dartmouth College Greek community, however it is our premise that the community can reinvest in this value of Brotherhood and Sisterhood to realize something even greater. The following factors have been identified as having prohibited the development of brotherhood/ sisterhood, or are areas where there is tremendous opportunity to advance the value of brotherhood/sisterhood.

### Membership Development

One of the barriers to developing a sense of brotherly/sisterly connection with one's undergraduate Greek organization is the potentially static and one-dimensional nature of the Greek experience for members as they undergo the developmental and change process throughout their Dartmouth careers. As Greek members mature and develop, the important aspects of their associations with others change. Member education need not end once new members are initiated. Currently, many of the Greek organizations are operating in a manner that provides orientation to novice members, but leaves the subsequent years of membership without much attention to developmental based member education. For example, after the first six to eight weeks of involvement with one's Greek organization, all members are expected to contribute and become involved in the precisely same way. Organizations need to value members for their unique skills and talents. There needs to be a diversification in the facets of Greek association.

- ❑ Continuous needs assessments should take place within the organizations to ensure that senior members are receiving novel and challenging experiences, perhaps through leadership opportunities, smaller and more intimate events, and/or senior focused events created for and by the seniors.
- ❑ Specifically, Greek involvement should be a well-rounded experience. Involvement should allow members to contribute based on an individual's special interests and talents. For example, if members are interested in volunteer work, athletics, and/or pre-professional activities, they should be able to pursue these interests and bring these experiences into the fabric of the organization. The organization needs to actively show that it values the attributes of its members by assisting them in realizing their personal, and thus organizational potential.
- ❑ Greek organizations should aim to implement practices that encourage shared responsibility. For example, leadership opportunities should be within and across the organization. This could manifest itself as having a number of co-officers, or having new

members of the organization interested in certain positions “apprentice” with a more seasoned member.

- The Office of Residential Life staff needs to identify low-cost facilities for organizations to host organizational retreats. In addition to identifying retreat space, the Office of Residential staff in partnership with the Greek Leaders need to create a resource guide to planning an effective retreat. It is our belief that if organizations have the tools to plan retreats more effectively, they will reap greater benefits from the relationships they cultivate through these activities.
- As members use their spaces for a variety of purposes it is important for Greek spaces to be enhancing environments conducive to studying, discussion groups, or inviting faculty or family to visit. The physical space and its appearance sends a clear message about what is valued. If an organization has a physical plant, brotherhood and sisterhood is carried out through the commitment to maintaining the community space in a way that recognizes the needs all of its members.
- Each organization’s continued deep involvement with a service organization would provide for the pursuit of individual interests with other brothers and sisters thereby promoting and enhancing the bonds between them.

#### Fostering Lifelong Commitment

The ability to develop lifelong connections to an organization is often tied to the commitment that is cultivated through a shared organizational memory. Some of these enduring organizational ties are promoted through well- intentioned rights of passage. For many organizations the spirit of establishing rights of passage and rituals for members has morphed into hapless and often dangerous traditions that are a significant departure from the founding values of the organization. It is our firm conclusion that hazing has no place in an organization that supports the value of brotherhood and sisterhood. Therefore, it is our intention to put forth recommendations that will honor the fact that Greek students value tradition, ceremony, and ritual. We propose that by focusing on constructive and principle-centered rights of passage, it will be easier for undergraduates to recognize the incongruencies between hazing and organizational values. This recognition will lead to the eradication of hazing. Ultimately, a revival or enhancement of positive traditions will foster brotherhood and sisterhood derived from the common language of organizational principles.

**Big Brother/ Big Sisters:** Organizational leaders should take advantage of programs designed to offer leadership and advising opportunities for members by outlining a set of expectations and responsibilities for mentoring throughout the span of a member’s undergraduate involvement. Mentoring can encompass academics, athletic participation, philanthropic or spiritual interests, and job hunting – the possibilities are limitless. Council leaders responsible for the New Member orientation and the Office of Residential Life staff should work together to provide resources to organizations that want to further develop their mentorship program.

**Rituals and Ceremonies:** Each organization is encouraged to revive their traditions that strengthen the organization and its members. While this will mean different things for different organizations, some activities may include:

Reviving or implementing ceremonies, such as pledging or initiation, senior member ceremonies, or alumni ceremonies honoring (10, 25, 50, etc.) years of membership

Teaching and/or reteaching ritual and ceremonies to members

Hosting Founder's day activities or celebrations

Doing officer installations, including taking an oath of office

Learning songs, handshakes, the meaning of crests or symbols

Wearing of Badges or designing an organization badge

Reviewing archival materials

Using money to buy ritual materials- books, candles, tablecloths, robes, etc.

If a group does not have a ritual or would like to create a new one (i.e. for locals), then members will work to translate the organization's mission statement and values into something more reverential

Wearing Greek letters or names

- ❑ Organizations should intentionally try to recognize their members of all ages for their talents. For example, special organizational awards named for alumni members' involvement to celebrate individual member accomplishments. Creating these connections often instills a connection with alumni and a common language for understanding.
- ❑ Relationships between members and alumni should be developed to support the movement towards familial bonds among members. Experiences should be as broad and deep as those with actual family members, and members should not be afraid to provide support for and demand accountability from one another.
- ❑ Organizations should allow themselves the liberty of, at least once a term, coming together as a collective whole and communicating specifically about the development of the brotherhood or sisterhood. These conversations can focus on living up to organizational values, how they appear in day to day interactions, and how can members build on their relationships. If the organization would find it valuable, facilitators such as advisors, or the Office of Residential Life Staff, or alumni may assist these conversations.
- ❑ Role modeling can not be stressed strongly enough as a key to lifelong brotherhood and sisterhood. This role modeling should start with the alumni and advisors, and should continue through the officers and the upper-class students, providing a template for new and younger members.
- ❑ Organizations should work with alumni advisors to set aside funds to send organizational leaders or members to educational programs where they will have the opportunity to refine their skills in group and organizational development, character-building focused programs, and values-based leadership workshops. Participants will bring these skills back to the organization to better assist the group in enhancing their organization's brotherhood or sisterhood development. (Examples of these programs include, UIFI- Undergraduate Interfraternity Institute; LeaderShape; various conference and specialized programs.)

### Inter-Greek Relationships

The Greek community has had internal difficulty building fraternal relationships among and between the various organizations. Part of a commitment to brotherhood and sisterhood is also upholding that value in the interactions between organizations. Therefore we recommend the following:

The Greek Councils and Leaders should model the way by reinvesting in their own rituals. For example, incorporating such traditions as an all-New Member orientation/ welcome, officer installations, etc.

Greek Council leaders should spend time developing the bonds between themselves to model collaboration and shared decision making to the broader Greek community. Similarly these relationships can serve as examples of overcoming stereotypes and rivalries between organizations.

Inter-Greek competitions, such as Greek Week, Dartmouth Olympics, or snow sculpture competitions will work to spur a constructive form of competition, while cosponsorship and coordinated community service work would foster positive working relationships between organizations. Any of these competitions should be reflective of the values of the Greek community, and alcohol should have no part.

The Greek Councils can focus their energies and financial resources on bringing programs to campus that work to build community among the organizations. Examples of these programs include: Something of Value (designed for sorority women), IMPACT (designed for all types of Greek organizations), GAMMA (Greeks Advocating for the Mature Management of Alcohol), Our Chapter, Our Choice (helps establish community norms).

Clearer and more consistent communication from the Greek Councils and the Office of Residential Life to the broader Greek community, with an emphasis on sharing the individual organizations' accomplishments will foster a greater sense of brotherhood and sisterhood among the various Greek groups.

### Changing Alumni Perceptions

Greek organizations need to communicate more effectively with their alumni concerning their values. It is important that this direct interaction between the members and alumni occur on weekends other than Green Key, Homecoming, and Winter Carnival. In the recent past, alumni members have significantly contributed to the alcohol-centered cultures that are perpetuated in many Greek organizations, and are highlighted during these big weekend events. As a result, many alumni return to the chapter houses and often demand access to free-flowing alcohol without a great deal of regard for the undergraduates' choice not to serve alcohol, or to do so by managing the service in a responsible and compliant manner. Therefore, many alumni are effectively condoning a culture that the Greek community is trying to move beyond.

Alumni will need assistance in understanding that the recent and future shifts in the Greek community are part of a larger process of returning to the founding concepts of Greek organizations. Young alumni often perceive some of the inappropriate behaviors (hazing, excessive and free flowing alcohol consumption, and organizational rivalries) as traditions, and consequently acceptable norms of behavior. It is our belief, that a shift to more founding

principle-centered activities and behaviors may be difficult because some alumni may perceive such a shift to be an abandonment of traditions. Our recommendations are as follows:

- The undergraduate Greek leaders, Office of Residential Life staff, as well as other Dartmouth College staff interacting with alumni will work together to produce a public relations campaign that focuses on 1.) the role-model status of fraternity and sorority alumni to undergraduate members, and 2.) the expectations for undergraduate members during these times where alumni are on campus. Examples of effective communication may include, but are not limited to the following:
  - A greater emphasis on newsletters, website postings, magazine articles, email correspondence and other forms of written communication to Greek alumni describing types of activities the Greek community is participating in that are more consistent with the Guiding Principles.
  - Direct interaction between large bodies of the alumni and current members should be encouraged either in “informal” settings such as reunion barbecues or more “formal” settings such as attendance at weekly organizational meetings or rituals and ceremonies.
  - Beginning in the 2001-2002 school year, Council leaders and/ or individual Greek organizations need to begin offering an informational program (open house, etc.) during times of high alumni involvement (Homecoming, Winter Carnival, and Green Key, Commencement / Reunion). These programs will be intended to communicate the values, goals, and ambitions, and Action Plans that Greek organizations have fulfilled or are in the process of being fulfilled. Admittedly, it is difficult to emphasize the values and facets of organizations other than the social ones in weekend contexts explicitly devoted to social activities.

By the conclusion of the summer, Alumni advisors need to develop guidelines that hold alumni members and their guests accountable for actions that are inappropriate or inconsistent with the aims of the undergraduate organization. Alumni members will no longer be allowed to return to the undergraduate organization for visits if their behavior is detrimental to the health and safety of the members, or contrary to the behavior expected of current members and undergraduate guests.

Dartmouth College should communicate the progress of the Greek community as frequently and as broadly as possible. Therefore, effective immediately, relationships between the Office of Alumni Relations, Office of Public Affairs, the Office of Residential Life, and the Greek Councils should be nurtured so as to best disseminate information to the broadest alumni audience possible.

- Alumni attitudes, beliefs, and values need to be included as part of any larger Greek community evaluation and assessment process.

## **Inclusivity Subcommittee Report**

### **Understanding and Cultural Awareness**

#### ***What is important about diversity in an educational/ residential setting?***

Diversity represents the idea that a range of thought, opinions, and backgrounds is essential in the formation and character development of individuals, in particular in the context of an environment that promotes itself as creating leaders for the entire country and world. Therefore encouraging exposure to the widest range of human experience is necessary to achieve this goal.

#### ***Where does diversity fit into a Greek letter organization?***

The close bonds of brotherhood/ sisterhood that characterize Greek relationships enables a group of people from a wide range of backgrounds to come together in the course of shared experiences and traditions. A diverse brotherhood/ sisterhood is one that encourages individual members to take risks when it comes to identifying potential friends, maintains a spectrum of viewpoints, and is blind to concerns of ethnicity, color, socio-economic background, sexuality, and the like when making decisions of membership.

#### ***How can concerns of diversity be improved within the context of Greek letter organizations?*** **Specific Ideas- Timeline to be Developed.**

Mainstream fraternities and sororities should form alliances with the historically minority Greek organizations, affinity/ cultural groups, and/or various academic departments to program events that will be of interest to all members of the Dartmouth Community. Ideally, these alliances should last for a minimum of one academic year in order to foster better mutual understanding. These alliances can be mediated through the various affinity/ cultural programming offices and/or through the Office of Residential Life. Within the Greek system itself, organizations should be encouraged to host joint social events of a non-programming character (i.e. dinners, movie nights, etc...) so that members of different groups will have the opportunity to interact with each other on a more personal basis. Each organization will submit a report identifying its own strengths and weaknesses when it comes to issues of diversity as well as a plan to change weaknesses. The president or appropriate representative of each organization should meet both with each other at least once a year, and ideally once every term, to exchange ideas and concerns. The appropriate person from the Office of Residential Life should facilitate this meeting. Further, the individual representatives should meet with the personnel from the Office of Residential Life at least once a year, and ideally once a term, to share ideas, concerns, and to develop plans to address identified weaknesses.

Each Greek organization needs to be aware that each point of contact with the wider Dartmouth community is an opportunity to emphasize or note their commitment to issues of diversity. This includes, but is not limited to, chapter publications, rush/ recruitment, new member orientation, social events, and philanthropic events. Further, each chapter of national organizations should utilize any and all resources made available to them to better implement and accomplish these goals, as warranted.

### **Membership Recruitment and Selection**

The continued recruitment and retention of new members is essential to all Greek organizations. New members are to be selected by the current roll of members, in consultation with alumni and adviser(s) as needed, and reflect the set of values held by the organization. A “values-based” selection process is one that emphasizes the quality of character rather than characteristics of race, socio-economic status, sexuality, physical disability, and the like. Selection on the basis of gender is acceptable, as it follows written chapter and/or national guidelines.

In implementing the new calendar of rush from the Fall term to the Winter term, the sub-committee is confident in the ability of organizations to identify potential new members and to be effective in their outreach to them. Still, the sub-committee is disappointed by the way the decision was reached and hopes that in the event serious problems arise that were not foreseen, the Trustees be willing to revisit the issue. Namely, the greatest potential problems arise with financing due to a temporary shortfall of membership dues, the quickness with which leaders must be developed and identified in anticipation of Sophomore Summer positions, and the threat to close bonds of brotherhood/ sisterhood due to the vagaries of the D-Plan. There is no doubt that other potential problems exist beyond these.

Trustee’s decision in regards to Winter Rush was deemed vague by members of the sub-committee and the decision was made in consultation with Cassie Barnhardt to consider rush to be the formal process by which invitations of membership are made and new members accept. Therefore, “informal” rush activities should be encouraged to continue in order that both organizations and students have the opportunity to identify possible matches.

As the rush/ recruitment process is, in reality, an on-going process, Greek organizations are encouraged to take every opportunity to be visible and contributing members of the wider Dartmouth community. The following specific recommendations are made:

- Greek organizations should host a non-alcoholic social event (i.e. Webster Avenue Block Party) during the week of First Year Orientation. The event should be designed to be both fun and informative to allow members of the entering class to learn more about the role the Greek system plays at Dartmouth and to become acquainted with the organizations and their memberships. **SEPTEMBER- ORIENTATION WEEK**
- Greek organizations should host an open-house during the First Year Students’ Parents Weekend. The event should be designed to allow parents and other interested parties and opportunity to learn about the various roles of the Greek system at Dartmouth. **APRIL-PARENTS WEEKEND.**
- During the course of the year, Greek organizations, either individually or in collaboration with other organizations, departments, or offices, should host events discussing issues of specific interest to First Students. Such issues could include: identifying a major, off-campus programs, and college health issues. **YEAR-ROUND**

During the Fall term, the pressures of Greek organizations to identify potential new members increases. The following specific recommendations are made:

- Following the current practice, each individual organization should host a non-alcoholic social event/ open-house as a means to introduce themselves to the pool of the potential new members. The dates of these events should be coordinated through the CFSC, or comparable body, such that no one event interferes with another. FALL TERM
- The CFSC, or comparable body, should host an open forum during which the pool of potential new members can learn about the Greek system, the rush process, and the identities of Greek organizations. MID to LATE FALL TERM
- Each Greek organization should compose a brief description of itself paying particular attention to the qualities and characteristics deemed most important in identifying new members. Also useful would be to make mention of the organization's history, both local and/or national. Finally, a description of the financial burdens associated with membership would be deemed useful as would any mention of financial assistance provided. The description should be consistent with that organization's national identity, as warranted. These statements should be compiled and distributed to Second Year students and other interested parties. MID FALL TERM
- Greek organizations should appoint/ elect a designated rush chairperson(s) to serve as a liaison between potential new members and the membership of the organization. The rush chairperson is responsible for organizing events both for the individual organization as well as in conjunction with other organizations and bodies. Further, the rush chairperson(s) is responsible, in conjunction with the membership, for producing the statement mentioned. A meeting should be during the first two weeks of the Fall term with the personnel in the Office of Residential Life in order to be briefed on the procedures of rush/recruitment and to discuss any common areas of concern. EARLY FALL TERM

Historically minority organizations should develop and implement ways to reach out to potential new members during this time as well, in accordance to standing policies. These organizations should be encouraged to participate fully in all open-house and information sessions held. FALL TERM

The main formal process of extending invitations for membership and accepting such invitations will occur in the Winter Term. A Spring rush should be conducted as needed and separate, less formal procedures should be developed and followed. The following recommendations are made.

- All individuals who plan on undertaking the rush process must register with the Office of Residential Life and/or the CFSC, or comparable bodies. The following pieces of information should be collected and distributed to all organizations: name, year, Hinman box, telephone number, local address, and gender.
- Men's formal rush will occur during a five-day period, beginning the first Monday of the Winter term. On each of the first three nights, one third of the organizations participating

will be open for a two hour time span. Each potential new member will be required to sign into at least one house during that time. At the end of the evening the traditional “shake-out” will occur, signifying that individual’s strong interest in membership with that house, although no one will be required to participate. During the fourth day, organizations will extend their invitations for memberships which cannot be accepted until the fifth day. Organizations will retain the right to have a “call-back” night during the evening of the fourth night should members feel they need a second opportunity to meet with potential new members. Invitations for membership can be extended at this time, but may not be accepted until after 12:01 AM on the fifth day of formal rush. Individual organizations may decide as to the expiration of such invitations and will inform those invited for membership. No one will be permitted to accept an offer of membership if they have not registered to participate in rush. A list of new members will be compiled within five working days after the completion of the rush process. The men’s and co-ed organizations should coordinate and conduct rush together to enable the opportunity for the full range of Greek options to be presented to everyone. Organizations may extend offers of membership, and individuals may accept such offers, at any point on or following the fourth day of formal rush.

- As the historically minority organizations have recruitment processes subject to a great deal of external oversight, they are encouraged to seek permission to intake new members during the Fall term and to undergo the intake process during the Winter term as possible.

At this time we are not in a position to make formal recommendations as to the conduct of women’s rush.

- The Office of Residential Life should keep full and open statistics as to the number of men and women entering the rush process, defined as registering for the process, and the number of men and women who complete the process with an invitation for membership and who ultimately accept invitations for membership. FALL TERM
- Ultimately, each organization is responsible for developing their own approaches and process for evaluating the suitability of potential members. However, organizations should begin the process of enunciating their values and developing the means of expressing these values to the wider community immediately. The resources of advisers, alumni, and personnel of the College, especially those available through the Office of Residential Life should be utilized as needed. IMMEDIATELY

The D-Plan and the abruptness with which individual students may come and go from campus necessitates the possibility of rush at other times, in particular in the Spring and possibly the Fall (Organizations should be discouraged from extending offers of membership during the Sophomore Summer as many officers and much of the membership of the organization may be unavailable for consultation). As the College defines Freshmen as those who have not completed three terms in residence, it is conceivable that an individual could be eligible to join a Greek organization should he or she complete four terms, the fourth being the summer after the First Year. Whether extending an invitation of membership to such an individual would constitute a violation of the move to Winter Rush is not clear.

A formal Spring Rush should be held in order to offer the opportunity to those off in the Winter to gain membership into Greek organizations. Spring rush should be kept as less formal in its full manifestation, but still require the careful consideration on the part of potential new members and the Greek organizations. Spring Rush should follow the scheme of the current Fall Rush in requiring only three days, no quota on the number of organizations visited, and the possibility of offers of membership being extended and accepted at any time. As with the new Winter Rush, all participants must register and statistics kept on the number of invitations extended and accepted.

## Accountability Subcommittee Report

Perhaps the most significant criticism of the Greek system is that its members are not currently being held accountable for their actions, and that the individual organizations remain reluctant to adjudicate. These issues are, at present, at both an internal and a Council level. Consequently, actions must be taken to alleviate this problem so as to improve the system.

The following recommendations have the unanimous support of the committee. If any individual Greek organization does not demonstrate progress over each of the following three years, it will immediately be de-recognized by the College. It is important that this is stated unambiguously. To promote the success of these recommendations, all reviews will be biannual. This is in no way intended to be punitive, but instead should be seen as a method by which to ensure that no organization unnecessarily fails to meet the annual requirements. There shall be few specified achievements that must be met; instead each organization will be guaranteed the flexibility to improve its structure.

### Internal Adjudication Boards:

1. By the end of the Spring term of 2001, each Greek organization must have created their own Code of Conduct. This document will list at least inappropriate actions and their consequences. These will include both tangible infringements and those conflicting with the ethical ideals of the organization. This recommendation is based on those of the Student Life Initiative released on Thursday, November 2, 2000<sup>1</sup>. The SLI advises that: "All recognized organizations would adopt a redesigned membership contract that includes at least the following commitments by each member: to honor a new code of personal conduct (including alcohol-related behavior)..." The committee recommends that:
  - The *Code of Conduct* will include all internal standards that the organization expects their members to uphold. It will be written by the members and as a result will be reflective of the values of the organization as a whole.
  - Each organization is to establish its Code with examples of the penalties so that there is no misunderstanding as to the actions that will be taken should the Code be broken.
  - Levels of inappropriateness will be set down and punishments may vary from monetary fines to social probation to removal of membership, for example.
  - The staff of the Office of Residential Life with the assistance of the Greek Councils will provide a workshop to assist in the construction of the Code.
  - The resulting Code will be approved by the administration (facilitated by the Office of Residential Life staff).
  - Biannual assessments by the proposed All-Greek Council, in conjunction with the Office of Residential Life, will ensure that the Code is being followed.
  - The Code should be a document made available to all members, preferably both in electronic and hard copy format.

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<sup>1</sup> Committee of the Student Life Initiative Report, November 2, 2000

- In order to ensure that the Code is useful, there will be no obligation that it be made available to non-members or other organizations (other than for its official review).
  - It is significant that issues of alcohol and drug-related abuse and sexual harassment be addressed in the Code. Intoxication should never be an excuse for behavior.
  - The Code may include a policy for the extent to which the organization will limit involvement of members currently separated from the College, temporarily or permanently, and those accused of an infringement of Dartmouth's *Principle of Community*.
  - Examples of content in the Code of Conduct may include, but are in no way limited to:
    - All forms of misogyny are prohibited. Any member who slanders or disrespects women, other members or guests, either in speech or writing, will be immediately placed on social probation.
    - Broken furniture must be replaced or fixed by the member(s) responsible.
    - Lewd and lascivious conduct will carry a \$50 fine.
    - Members with three alcohol violations will not be permitted to live in the house.
    - No event will be considered heterosexual.
2. Each Greek organization must create an *Internal Adjudication Board*, whose responsibility will be to enforce the Code of Conduct. The members of this board may be selected in any way that the organization deems appropriate: appointment by the executive committee or election by the membership being possibilities. The Board must be fully operational by September 2001.
- During the Spring term, training will be provided through alumni advisors and Office of Residential Life staff (and the Undergraduate Judicial Affairs Officer where appropriate) to the Board members to ensure that each Board fully understands their role and possesses the necessary skills and information to carry it out. Conflict resolution and diversity training may be included in the training. In the absence of a strong history in adjudication and an expected lack of knowledge, the first training will be mandatory for each organization, while any subsequent training will be optional.
  - The Board will be a resource that members can approach in confidentiality when they believe an infringement of the Code has occurred or have concerns about any aspect of the organization.
  - Oversight of the Board will be biannual. If gaps and weaknesses continue, then de-recognition is assured.

### **Council Adjudication:**

In order for the Greek organizations to function as a cohesive community, each associated organization must be held responsible for the acts of their brotherhood or sisterhood. The Greek Governing Councils (i.e. Coed, Fraternity, Sorority Council, Interfraternity Council, Panhellenic Council, and Pan-Hellenic Council) must ensure that organizational and

community accountability procedures are carried out. Greek members should be responsible not only to their own organization, but the Greek community as a whole.

- Judicial responsibility will be that of the Council(s) to which an organization belongs.
- Improved organization within these Councils so as to clearly define the role of each and the ways in which they interact is essential.
- Better training for the Council members must be provided.
- Council members must also be held responsible for fulfilling their duties.
- The Councils must act as a resource for organizations to lodge complaints against other organizations and the council(s) must address the issues in accordance with the policies that it has constructed.
- An efficient way must be found to report concerns and to conduct follow-up investigation.
- Fairness and consistency are essential, guaranteeing that incidents are not ignored or overlooked.
- All judicial policies and procedures must be completely reviewed and where need be rewritten immediately.
- The Organizational Adjudication Committee (OAC) proposed by the Group Adjudication Committee<sup>2</sup> should ultimately be established, merging the judicial responsibilities of the separate committees.

### **Advisory Involvement:**

- The role of the advisor is an unbiased source of information for the members of a Greek organization. So as to best guide the organization, an advisor must not be in any role of adjudicator so that they may be completely candid with each other. The advisory role should be one of fostering trust and respect for the organization.
- Each organization must have an advisor. The responsibility of finding an advisor lies entirely with the members of the organization and he/she is to be chosen by some form of alumni structure.
- The advisors must be accessible, thus living in the New England Region, so that they may be in regular contact with the executive board of the organization which they advise and be present on campus should the need arise, and at least once per term.
- The role of the advisor must be laid out more concretely and the advisors should be held accountable, both by other advisors and by Greek community, for upholding their responsibilities.
- Advisors must be a part of a process of discussing concerns.

### **Administrative Involvement:**

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<sup>2</sup> Report to Dean Larimore from the Group Adjudication Committee, October 30, 2000. Outlines recommendations and procedures for the Organization Adjudication Committee.

1. The College Administration does not have a positive record in its own policies or practices with respect to the Greek system. It must stay consistent and clearly present the guidelines that organizations must follow and must enforce those that exist. Mutual respect and responsibility are essential to rebuild a relationship of trust between the Greek community and the administration, which is necessary for the Greek organizations to succeed.
  - There must be separate positions of advisors to the Greek system so that some individual is not in a role of judiciary as it takes away from their approachability as advisors.
  - Greater understanding and education of the relationship between students and Safety and Security must be fostered through more educational programming which show the caring side of officers. There must be reciprocated respect.
  - Clearer communication of policy to the Greek system on all levels is necessary.
  - Revision and clarity regarding the Greek community's Social Event Management Policy is recommended, with the participation of Greek leaders.
  - Safety and Security, Greek leaders, the Office of Residential Life, and other College staff as appropriate (i.e., Undergraduate Judicial Affairs Officer) need to work together to create a Social Event Management policy that immediately reflects all changes in regulations.
  - A sharper definition of monitoring policies is needed to eliminate pick and choose situations.
  - Cases of infringement of policy must be handled in a timely manner. A complete investigation must be conducted into violations to ensure fairness.
  - The administration must be supportive and consistent; they too must follow and support the rules that they create. It should take an active role in educating the councils of the Greek system so as to eliminate misunderstanding and miscommunication, which would reduce the sense of attack that the system often feels.
  - Open, honest dialogue is crucial to develop a partnership and trust between the Greek system and the administration.