Greek Life Vision Committee Report
Spring Semester 2019

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EXECUTIVE SUMMARY

The Fraternity and Sorority Life (FSL) community at Baylor University plays an important role in building community and fostering success at Baylor University. Undergirded with a focus on service, leadership, campus involvement, academic excellence, spiritual growth, and brotherhood/sisterhood, this community can continue to contribute to the rich legacy and tradition of fraternity and sorority excellence at Baylor University with the proper support, resources, and vision.

The Greek Life Vision Committee, a body of student leaders, advisors, faculty, staff, alumni, and inter/national representatives, identified recommendations for the future of FSL at Baylor:

- Enhancing Advisor Recruitment, Support, and Recognition
- Supporting Diversity through Representation, Resources, and Relationships
- Creating Organization Offices, a Conference Event Space, and Event Preparation Space
- Telling the Story of Fraternity and Sorority Life through Information Gathering and Sharing, Baylor mediums, and Community Advocates
- Designing intentional programs focused on Leadership Development, Human Flourishing, and Risk Management

Substantial work lies ahead to actualize these initiatives, and significant staff and financial support will be needed to invest in the recommendations. Although these resource requests are significant, the committee believes these investments will continue to significantly influence many positive outcomes:

- High Retention Figures - Baylor Institutional Research and Testing data reinforced that membership in a fraternity or sorority at Baylor increases retention and the university
- Stability for Enterprise Risk Management - Fraternities and sororities will benefit from a proactive planning approach for the 3,600+ events hosted on an annual basis
- Human Flourishing, Leadership, and Ethics – Approximately 575+ students develop in formal leadership roles through Greek organizations each year
- Alumni Engagement - A number of alumni with undergraduate Greek experience, including members of the Board of Regents, have contributed positively to Baylor through giving and service to the university.
- Support for Underrepresented Populations – An external review of the Division of Student Life, conducted by Keeling & Associates, identified a significant theme to meet the needs of all students, expressly minority populations

We believe the FSL community will continue to enhance personal development, benefit Baylor’s campus, and fulfill the university’s mission to educate men and women for worldwide leadership and service.
COMMITTEE PURPOSE

Due to the important role that Fraternity and Sorority Life currently holds in building community and fostering success at Baylor University, the university believes it is best to proactively plan and create a vision for a strengthened Greek experience. Within the context of national trends, unique campus-based challenges, and a desire to highlight the contributions from our fraternities and sorority community, it is prudent to focus on how Baylor Fraternity and Sorority Life can enhance its commitment to this community.

To position Fraternity and Sorority Life for success, the Department of Student Activities created the Greek Life Vision Committee with a diversity of voices including student leaders, advisors, faculty, staff, alumni, and inter/national representatives. This group reviewed Baylor Fraternity & Sorority Life through several sources of evaluation:

- External Review of Greek Life Report – this report, completed in the 2018 spring semester by Koepsell Consulting, detailed a set of recommendations addressing fundamental issues identified during an in-person review process by consultants
- Fraternity and Sorority Experience Survey – this survey, completed in the 2017 spring semester by Baylor fraternity and sorority members, assesses fraternity and sorority student experiences and a wide range of learning outcomes
- Greek Life Visioning Survey – this survey, completed in the 2018 spring semester by current students, faculty, staff, parents, and alumni, asked respondents to help shape the future of Baylor’s FSL community

Through review of those materials, members’ personal experiences, and shared conversation, the group identified existing positive attributes and contributions of the FSL community while advancing recommendations for further support and growth. This resulted in a vision for Greek Life that will lead our fraternity and sorority community for the foreseeable future.
COMMUNITY OVERVIEW

Baylor is proud of the university’s Fraternity and Sorority community. The students in Greek letter organizations are thriving in their experience with exceptional academic performance, significant service to our community, and lasting friendships grounded in the principled values of our Christian mission. Our Greek organizations, with over 4,300+ active members and 40 inter/national and local organizations, provide a distinctive pathway for strong leadership development and nurturing life-long connections. The current community consists of four councils; the Interfraternity Council (IFC), Multicultural Greek Council (MGC), National Pan-Hellenic Council (NPHC), and the Panhellenic Council (PHC), along with three local organizations.

Baylor’s Greek community is similar in many ways to other universities; however, it is distinctive from general national trends in a number of ways, notably:

- **Advisor Attendance**: Required for all off-campus events
- **Advisor Eligibility**: Limited to full-time, exempt faculty and staff members employed at Baylor
- **Alcohol**: Prohibited at all organization events
- **Alcohol Training**: Education on responsible consumption and distribution has not yet been established
- **Meeting Space**: Designated meeting rooms exist for only 9 of 40 Greek organizations. All other organizations rely almost exclusively on on-campus venues for regular meeting spaces or pay fees for off-campus commercial facilities.
- **Residential Facilities**: Prohibited for Greek letter organizations

While these factors and others are in alignment with the university mission and/or strengthen the Greek environment at Baylor, they also lead to unintended challenges regarding available support and resources.
VISION AND VALUES

The Baylor fraternity and sorority community continues to provide outstanding opportunities for our undergraduate students to experience a transformational education in a Christian environment. These organizations contribute positively to the Baylor mission through six main values: service, leadership, campus involvement, academic excellence, spiritual growth, and brotherhood/sisterhood.

Service

Service to the community and philanthropic efforts are an integral part of fraternity and sorority organization’s foundation and membership experience.

- Baylor fraternity and sorority organizations complete over 15,000 hours of service in the local Waco community each year.
- The community collectively raises over $400,000 annually for individual philanthropy partnerships, supporting a wide range of Inter/National non-profit organizations.
- Each member is required to complete a certain number of service hours each semester. This number varies by chapter and supports both local organizations as well as inter/national philanthropies.
- Most chapters have reoccurring service commitments to local organizations, providing weekly or monthly support.
- Fraternity men participate in an annual men’s service day event, and most chapters send representatives for the university service event, Steppin’ Out.

Leadership & Training

Leaders, and future leaders, of Baylor’s fraternities and sororities receive support and developmental opportunities through multiple retreats and regular meetings:

- SALT (Student Activities Leadership Training)- Leaders from all four council executive boards (30 students) as well as each chapter president attend an overnight retreat with other campus organization leaders.
- All Greek President Roundtables- monthly trainings for all 40 chapter presidents that focus on community values, especially leadership development.
- Emerging Greek Leaders Institute- a five-week training program for recent or hopeful community leaders.
- Individual Council Retreats- MGC and NPHC participate in a Summit retreat each semester to plan for the upcoming year and build community. Panhellenic similarly holds a Vision retreat each spring for 8 executive members from all nine chapters, along with the Panhellenic executive board. IFC created a Donuts & Dialog series on topics such as mental health and alcohol and drug use.
- Leave Your Mark- leaders from all organizations are able to participate in this training at SALT, and all executive board officers for the nine Panhellenic chapters participated during their recent vision retreat.
• IFC New Member Education Program- A five-week program that walks alongside individual chapter programs to provide complementary information. Topics include the history of fraternity and sorority life, hazing prevention, and creating brotherhood.

Campus Involvement

In addition to serving their own organizations and communities, approximately half of all members of fraternities and sororities remain engaged in other student organizations and involvement opportunities, as shown through Baylor Connect.

• Fraternity and Sorority Life organizations heavily participates in large campus traditional events, such as Sing!, Stompfest, homecoming float, and Christmas of 5th.
• Individual chapters have established partnerships, with organizations, such as the Baylor Activities Council, to create annual programming for the campus community. Examples include Howdy and Chili Cook-off/Bed Races.
• Members serve as Community Leaders in the residence halls, Line Camp Leaders, Supplemental Instruction leaders, student government officers, and admission’s tour guides.
• The fraternity and sorority experience also provides an involvement home for 30% of the undergraduate population.

Academic Excellence

Baylor’s fraternity and sorority community consistently achieves a higher grade-point-average than the all undergraduate GPA, and places a high emphasis on academic achievement.
• Fall 2019 cumulative GPA= 3.39 (higher than the all undergraduate, all men’s, and all women’s GPAs for Baylor).
• Over 92% of the FSL community meets University leadership eligibility standards.
• All chapters have academic programs in place to support members who are excelling and those that may need additional assistance. Most chapters also have higher GPA requirements for general membership and/or leadership roles.
• Most chapters have an external advisor that serves to support the officer and programs overseeing academic initiatives.
• “Students involved in Greek Life had the highest four-year and six-year graduation rates” as stated in the Baylor Institutional Research and Testing analysis on retention.

Spiritual Growth

Many national fraternity and sorority organizations were expressly founded on ideals that contain Christian principles which continue to guide and support their member’s spiritual development. Consistent with Baylor’s mission, our fraternity and sorority community incorporates faith into their individual chapters’ practices; however, professional staff continuously examine approaches to further integrate this value throughout FSL operations.
• Most chapters have an organization chaplain or student officer that oversees spiritual development. The Panhellenic Council recently added a ninth officer position of Panhellenic Chaplain to further support organization chaplains as well as spiritual development for the entire community.
• Several chapters have reoccurring mission trips planned yearly that provide Christian development for both those that serve as well as the communities they visit.
• Organizations are able to reserve the McCall Chapel, located in the Stacy Riddle Forum, which serves as a functional space for bible study, devotions, and private spaces for organizational chaplains to meet with members.
• Three organizations in the community are founded in a distinctly Christian identity; Beta Upsilon Chi, Kappa Chi Alpha, and Phi Kappa Chi. A commitment to Christian faith serves as a guide in the chapters’ recruitment process, member experience, and event structure.

Brotherhood & Sisterhood

Connection to the university and the individual organizations within FSL facilitate opportunities for relationship building within the experiences being involved in a fraternity or sorority.
• Each organization provides unique opportunities to connect with alumni and current members from around the world, reinforcing that membership in a fraternity or sorority is a life-long commitment. These connections, such as internships and/or networking platforms, continue to support the student long after they graduate.
• Mentor programs, such as the big brother/big sister structures in fraternities and sororities, provide support and guidance for younger members.
• The organizations provide involvement and connection for close to 4,300+ students on campus, reinforcing Fraternity and Sorority Experience Survey data showing that 94% of respondents cited that their chapter promotes brotherhood/sisterhood.
• Fraternities and sororities provide 3,600+ events throughout the academic year that create opportunities for engagement from their members.
• “Across all cohorts, students involved in Greek Life had the highest retention rate”, as stated in the Baylor Intuitional Research and Testing analysis on retention.
STRATEGIC INITIATIVES

The Greek Life Vision Committee, a committee of student leaders, advisors, faculty, staff, alumni, and inter/national representatives, reviewed previously-conducted assessments and reports regarding the FSL experience at Baylor. Through a thorough review, their personal experiences, knowledge of the Council for the Advancement of Standards in Higher Education guidelines, and shared conversation, they identified the following recommendations for further support and growth.

ADVISOR ENGAGEMENT

As noted in the Council for the Advancement of Standards in Higher Education (CAS) for Fraternity and Sorority Advising Programs (FSAP), professional staff “must collaborate with stakeholders who support the mission, including ... faculty and other advisors”. Additionally, the standards state a requirement for professional staff to “connect faculty, staff, and administrators to fraternity and sorority members collaborate with advisors, and to connect advisors with fraternity and sorority members”. Although the professional staff work toward these requirements, faculty and staff advisors at Baylor have articulated a need for more information about policies, processes, expectations, and the advisor role. To maximize the potential for fraternity and sorority advisors to significantly impact student leaders’ experiences and personal growth, a heightened focus is needed for advisor support, recruitment, and recognition.

1. **SUPPORT:** The fraternity and sorority advisor role will be strengthened by eliminating redundancy, improving communications with and amongst advisors, and removing barriers to serve in the role.

   *Baylor University places a number of requirements and expectations on faculty and staff volunteers serving as fraternity and sorority advisors, which may unintentionally dissuade interested parties to serve in that capacity. Through enhanced support, advisors will be better positioned to be successful, less burdened by the responsibilities of the role, and participate in a more meaningful experience.*

   **Recommendations:**
   - Assess attendance requirements for advisors at off-campus events
   - Better align the advisor approval requests for online submissions for organization operations
   - Host intentional gatherings for advisor interactions beyond council affiliations
   - Establish a clear process to onboard a new advisor
   - Identify avenues for Student Involvement Specialists to support advisors in their roles
   - Develop an intentional advisor mentoring initiative between seasoned professionals and new advisors
   - Create a standing list of qualified professionals to serve as substitute advisors for off-campus events
   - Establish comprehensive training plan specifically for advisors
   - Identify roles and responsibilities for which an external advisor can serve in place of a Baylor-employed advisor
   - Request that course relief be provided in some format to tenured faculty members’ schedules who are serving as organization advisors

2. **RECRUITMENT:** Fraternity and sorority advisor recruitment efforts will be advanced by identifying eligible personnel, establishing a faculty liaison, and clearly articulating the value of the advisor.
During a season in which there are many changing environmental factors, such as Baylor University’s increased focus on faculty research and publications, incoming students displaying increased needs for support, and increased expectations for risk management, fraternity and sorority organizations need advisors who will invest in their operations, culture, and student members. By strengthening campus constituents’ willingness to serve in that capacity, fraternities and sororities will receive needed support to thrive and continue to exhibit Greek values.

Recommendations:
- Conduct an audit to identify Baylor alumni with fraternity/sorority affiliation who are currently employed at the university
- Establish a Faculty Liaison role and a Staff Liaison role for current advisors to formally advocate to their peers through training sessions, representative gatherings, and individual conversations
- Develop an intentional advertisement campaign to highlight the benefits of serving as an advisor

3. RECOGNITION: Expressions of gratitude for faculty and staff members serving as advisors will be increased through events, acts, and announcements.

The responsibilities that comprise the advisor role lead to long hours of committed service by faculty and staff members each year. Over time, their work can be taken for granted, expected, and remain out of the spotlight due to the servant-nature of the position. Instituting specific practices to thank and acknowledge advisors will demonstrate appreciation of and create awareness of the advisor role, and reinforce the importance of the advisor function. Those results, combined with intrinsic rewards, will encourage the hearts of those serving as advisors.

Recommendations:
- Host an annual appreciation event honoring advisors at the end of each academic year
- Communicate expectations for organizations to tangibly thank their advisors during the month of April
- Identify pathways for high-level university administrators to thank advisors for their service
- Identify unique experiences for which advisors can participate (Meet and Greet with Distinguished Performers and Speakers, Invitation to attend an event in the President’s Suite, etc.)
- Provide a memento that identifies advisors and serves as a marketing tool/conversation piece (lapel pin, etc.)
- Thank advisors’ superiors (Supervisor, Department Chair, Dean, etc.) for their support for personnel to serve as an organization advisor
DIVERSITY

The original founding of Baylor’s 40 fraternities and sororities provides a rich diversity of involvement and community options for students. The historical context of these organizations has also created areas of privilege for some groups, and a lack of resources for others, creating challenges to providing equal opportunities for students of all backgrounds to benefit from the FSL experience. This naturally creates pathways for the community to examine how support can be better aligned to fill these deficiencies. CAS issues directives that professional staff “must advocate for accessible facilities and resources, and address issues that impede access” and also “must advocate for inclusion, multiculturalism, and social justice within the institution”. Through representation, resources, and relationships, Baylor will pursue an inclusive and equitable environment that celebrates the historical founding of MGC and NPHC organizations and also promotes diversity within predominantly white fraternities and sororities.

1. REPRESENTATION: The diversity present within Baylor’s fraternity and sorority community will be highlighted to enhance overall awareness and understanding.

*Due to a number of factors, such as Baylor’s status as a predominantly white institution, the size of organizations, and disparity in length of presence of culturally-based Greek-letter organizations at Baylor than other chapters, predominantly white Greek-letter organizations are more visible and known on Baylor’s campus than culturally-based fraternities and sororities. In order to create equitable exposure for all fraternities and sororities, intentional efforts will be made to highlight the diversity present within Baylor’s FSL community through programs, representation in physical spaces, and communications.*

**Recommendations:**
- Host a ‘FSL Kick-off’ event in fall semester in anticipation of students going through formal recruitment/intake processes in spring semester
- Create physical representation on campus of our Multicultural Greek Council chapters
- Promotion and support of significant MGC and NPHC organization events, such as Alpha Phi Alpha’s Battle of the Burning Sands, Phi Beta Sigma’s Stepshow at Homecoming or alpha Kappa Delta Phi’s Asian Night Market, through Student Activities or BAC/Stu Pro partnerships
- Explore the desire or feasibility of MGC and NPHC organizations to participate in major university events
- Heighten the social media presence for MGC and NPHC organization events with support from department accounts
- Promotion of MGC and NPHC chapters and councils through summer orientation initiatives that focus specifically on these two councils, such as a student panel and marketing publication
- Provide performance or collaboration opportunities in large-scale events and traditions, such as Diadeloso, Late Night, Orientation Spirit Program, Homecoming, etc.
- Create a focused approach for certain Student Involvement Specialists to support fraternity and sorority organizations, specifically MGC and NPHC groups

2. RESOURCES: Understanding and appreciation for the current fraternity and sorority experience of multicultural fraternities and sororities will be enriched through an intentional collection, analysis, and display of data and information.
Those not intimately involved with MGC and NPHC organizations may be unfamiliar with the experience of a student member. By understanding information and communicating it to the broader community, a greater knowledge will exist on campus and demonstrate the benefits, contributions, and impact of a vibrant and diverse fraternity and sorority community.

**Recommendations:**
- Create specific education tools for advisors and student leaders on all chapters and councils
- Increase the university recruitment of faculty and staff of color to reflect our student body, which will in turn create additional organizational advisor opportunities for our MGC and NPHC organizations
- Determine the retention figures for male students of color at Baylor who join fraternities versus those that do not
- Establish a FSL Diversity Task Force/Advisory Board that will determine what support pieces would be most helpful
- Create more documentation on financial transparency for joining FSL organizations
- Present existing resources, such as room reservation information and campus-based grant applications, in a tangible way for student leaders to better understand support that currently exists
- Review existing institutional and organizational policies to determine what financial and logistical burdens are currently affecting MGC and NPHC organizations

3. **RELATIONSHIPS:** Understanding of and appreciation for different cultures will be furthered by uniting the fraternity and sorority population through intentional programs and experiences.

Fraternity and sorority subcultures are very complex, which can lead to an unintentional siloing of members within their organization and council. Rather than simply focusing on one’s own environment, members of the overall FSL community can interact with one another through programs and experiences in a Greek context to embrace diversity, demonstrate that the Greek experience is open to all, and form deeper bonds with fellow fraternity and sorority members. This will provide pathways to transform students’ perspectives and lead to a more informed and harmonious university community.

**Recommendations:**
- Develop FSL unity programming or structures that provide natural space for relationship building opportunities
- Determine pathways for councils to support each other’s programs and efforts
- Host intentional interactions between MGC and NPHC organizations, as well as all four councils
- Create all exec council meetings for leaders of IFC, MGC, NPHC, and PHC to regularly interact beyond AFLV
- Mandate that all students participating in FSL recruitment/intake processes take part in trainings/learning opportunities regarding diversity and cultural humility
SPACES
Comprising nearly one-third of Baylor’s undergraduate population, the fraternity and sorority community provides students with continuous involvement opportunities. As demand for organizational space increases, while restrictions on campus building use rise, it is becoming increasingly difficult for student organizations to find locations for re-occurring meeting space as well as special event space. As a result, organizations are often utilizing spaces that may not meet the standards and expectations of Baylor policy. Professionals “must work in close consultation and collaboration with others with expertise and resources to meet the needs and interests of students” as stated by CAS; therefore, it is imperative that resources for spacing are provided to a population that provides so much to the Baylor community and student experience. For new spacing issues to truly solve these issues, economically viable options must be created for student organizations. Small chapter sizes, and in turn small budgets, do not provide resources for current groups in MGC, NPHC, and some IFC organizations to afford current rent structures used elsewhere on campus. In light of that context, the committee believes the creation of organization offices, a conference event space, event preparation space, and upgrades to the NPHC garden are all effective measures to create safe and obtainable options for all organizations.

1. CONFERENCE EVENT SPACE: Create a conference space for Greek chapter use for large events.

Baylor’s campus of 750+ acres contains a variety of physical spaces on campus, but not many spaces exist and are accessible to Greek organizations for audiences ranging from 300 – 700 participants. Current spaces include Barfield Drawing Room, Foster 250, and Cashion 5th floor. These three spaces book quickly, and often contain additional restrictions, such as content exclusions or Aramark only catering options. The Stacy Riddle Forum was constructed with an ability to outfit the second floor with this large event space to provide organizations with a safe, on-campus space for new member presentations, philanthropy events, speakers, retreats, and social functions. The creation of an additional on-campus space would also serve to support recommendations to reduce faculty/staff advisor obligations. Constructing this space will mitigate organizations’ needs to host off-campus events, rent off-campus facilities, and limit their existing events to smaller crowd sizes.

Recommendations:
• Implement the existing vision to extend the second floor of the Stacy Riddle Forum to add on a large event space in alignment with the specifications above

2. EVENT PREPARATION SPACE: Create an event preparation space for Greek chapter use to express Greek values.

The Greek community creates dynamic experiences for members and non-members through chapter performances, social events, and contributions to university traditions, such as Sing!, Float, and Stompfest. Currently each chapter is charged with identifying, and often times paying for, large off-campus venues that may or may not provide safe working conditions for those aims. By providing a large, hangar-like space for event preparations, Baylor would meet current fraternity and sorority needs for float construction, dance practices, storage, and back-up rain locations for large outdoor events, and establish needed infrastructure for organizations to continue to thrive. The event preparation space would meet a need that cannot currently be filled through other locations on campus.

Recommendations:
• Identify an off-campus structure that could be purchased by Baylor and converted to meet the needs above and provide appropriate amenities:
  o Water, Electricity, Climate Control, Restrooms, Security/Safety, Air Filtration

3. NPHC GARDEN UPDATES: The space in due for updates to create additional functionality, repair structural wear, as well as provided representation to all NPHC groups on campus.

The Baylor NPHC Garden currently provides a space on campus that highlights the National Pan-Hellenic Council community, and has served as a location for some council events during the year. Due to material failure, some of the original structures need to be repaired. Additionally, adding in seating and extra lighting options would provide more functionality to the space for council events to occur on a regular basis. Finally, with welcoming Sigma Gamma Rho. Sorority, Inc. into the council this past year, additional displays are needed to represent the current community.

Recommendations:
  • Update the NPHC Garden by repairing structural failures, creating more functionality, and adding in representation for new organizations

4. ORGANIZATION OFFICES: Create physical spaces for fraternity and sorority use for storage and meetings.

For Baylor students to benefit from Greek involvement, there exists an inherent condition for meeting spaces to be accessible for fraternities and sororities. Greek chapters host weekly meetings for officers and members, and demonstrate needs for work spaces, Bible studies, and storage. Through creating office and storage spaces for each organization and suites for each council, dedicated spaces will provide a setting for belonging, growth, and greater impacts on and off the Baylor campus.

Recommendations:
  • Design a number of shared suite spaces for each council that could be reserved by individual groups during designated times
  • Include separate private storage spaces for each organization, that could include smaller officers for chapter officers. AV capabilities in each suite is recommended based on organization needs
TELLING THE STORY OF FRATERNITY AND SORORITY LIFE

The fraternity and sorority community at Baylor continues to contribute to, and align with, initiatives that support the university mission, yet many constituents are unaware of the contributions provided by these organizations. In accordance with the CAS expectations necessitating “FSAP must publish or share documents that focus on current events, leadership opportunities, trends, and other information regarding fraternity and sorority life”, professionals will help the community more accurately tell its’ story through information gathering and sharing, Baylor mediums, and community advocates.

1. INFORMATION GATHERING & SHARING: Fraternity and sorority media publications and other descriptive programs will be created to provide information about demonstrations of values-based activities, chapter performances, and membership expectations.

   National headlines and film and television accounts have the ability to shape individuals’ perceptions of Fraternity and Sorority Life prior to examining Baylor’s community. Specific information is needed to correct misinformation of FSL, highlight positive contributions and outcomes within the Baylor experience, identify student success stories, demonstrate alignment with the principled values of Baylor’s Christian mission, share transparent information on challenges within the FSL community, and report objective performance measures. This added insight will create a narrative of the true culture of Fraternity and Sorority Life at Baylor and establish healthy expectations for membership.

   Recommendations:
   - Provide accurate information of Baylor FSL through the creation of a media sharing plan
   - Update formal name from ‘Greek Life’ to ‘Fraternity and Sorority Life’ (FSL)
   - Highlight positive aspects of the values of FSL as well as the positive contributions of the chapters
   - Implementation of Greek organization scorecards or snapshots in-line with national best practices
   - Identify important figures of success to be included in regular assessment
   - Create space for implementing action steps by expanding staffing to include a photographer/videographer.
   - Develop promotional items to use at events that interact with various constituents.
   - Demonstrate how FSL initiatives support Illuminate Strategic Plan goals and outcomes

2. UTILIZING BAYLOR MEDIUMS: Baylor and Waco-specific mediums will be utilized to highlight the fraternity and sorority community.

   Communication strategies continue to evolve and new platforms bombard individuals with unsolicited information, leading to an age of information overload. Therefore, it is imperative for direct messaging to reach constituents through relevant mediums. Baylor employs many unique vehicles to share stories and updates, and Waco similarly has many outlets circulate community information. Fraternity and Sorority Life needs to develop and disseminate content through these channels to meet people where they are and be present within the broader campus environment.

   Recommendations:
   - Include Highlights of Fraternity and Sorority Life in various Baylor mediums, including:
     - Print Materials:
• Baylor Roundup Yearbook Advertisements, Baylor Magazine, Baylor Lariat Profiles and Advertisements
  o Campus Outlets:
    ▪ Chapel slides, Chamber Billboards, Digital Signage
  o Digital Formats:
    ▪ Presidential Perspective, Baylor Proud, Campus Connections Podcast
  o Specialty Networks
    ▪ Parent’s Network, Alumni Network
• Include Highlights of Fraternity and Sorority Life through various Waco outlets, including:
  o Waco Tribune, Keep Waco Beautiful, Press Releases to Local News Stations

3. TRAINING COMMUNITY ADVOCATES: Fraternity and sorority information will be communicated to targeted campus constituents to further a comprehensive and accurate understanding of the Baylor Greek community.

Casual information-sharing and messaging techniques may not reach the broad Baylor community of 17,000 students, 4,000 faculty and staff members, and thousands of parents and alumni. By intentionally identifying campus partners and constituents, the FSL community can speak to subpopulations with a consistent message and brand that will result in a more informed perspective and higher appreciation of fraternity and sorority students at Baylor. These peers, employees, and community members can then serve as a powerful body to amplify positive storylines and combat negative stereotypes.

Recommendations:
• Identify all populations that speak about the Baylor fraternity and sorority community.
• Create training program and materials for campus constituents, including, but not limited to:
  o Student Leaders:
    ▪ Baylor Line Camp/Orientation leaders, Community Leaders, Graduate School Association, Current chapter members
  o Staff Members:
    ▪ Academic advisors, Admissions Counselors, Campus Visits Staff, Student Conduct Administration, General Counsel, Title IX, Current organization advisors
  o Board of Regents
  o Waco community partners
**TRAINING**

According to CAS, the FSL experience “must facilitate or provide resources, workshops, programs, retreats, and seminars on relevant topics for members (e.g., multicultural competence, leadership development, recruitment and intake, and risk management)”. To achieve that aim, professional staff will design intentional programs focused on **leadership development, human flourishing, and risk management** will better serve Greek students to make a positive impact on and off Baylor’s campus.

1. **LEADERSHIP DEVELOPMENT:** *Comprehensive training approaches will be created and employed to meet the varied needs of members of the Greek community.*

   Greek organizations contribute to Baylor’s mission to educate men and women for worldwide leadership and service. The 4,300+ Greek members on Baylor’s campus face many healthy developmental challenges as they host campus-wide events, pursue philanthropic visions, invite potential new members into their community, care for their fellow members, interface with alumni members, and manage complex budgets. Their decisions impact Baylor’s campus beyond the walls of their Greek organizations, as they culturally influence the overall university community and serve in various leadership capacities through other opportunities such as organizations, residence halls, student government, and university welcome programs. By participating in intentional leadership initiatives, Greek members will transform the Greek community and make a significant impact at Baylor.

   **Recommendations:**
   - Create a position to coordinate and execute a comprehensive training and risk management curriculum for all organizations including Greek Life
   - Expansion of existing training efforts including, but not limited to, President’s Roundtable, Greek Emerging Leaders, and officer trainings
   - Partner with the Academy for Leadership Development to create a Greek leadership certificate program
   - Incorporate leadership development training topics in recruitment process as students enter into the Greek community
   - Explore opportunities to support travel expenses to required regional and national conferences for officers

2. **HUMAN FLOURISHING:** *Comprehensive training approaches will be created and employed to meet the varied needs of members of the Greek community.*

   As shown in the analysis of the 2018 Greek Life Visioning Survey, respondents disclosed that body image, mental health, and cultural sensitivity are the three issues most commonly cited for which Baylor does not do an effective job of providing training and information to the Greek community. Knowing the responsibilities associated with membership and leadership within the Greek community, and the encouragement to establish a caring community at the university, Baylor students would benefit from enhanced training and programs for those areas.

   **Recommendations:**
   - Partner with the Wellness Department and the Counseling Center to connect students with information and services for mental wellbeing
• Partner with the Department of Multicultural Affairs to present engaging lessons and developmental activities to foster cultural sensitivity
• Provide programming grants for Greek organizations to implement human flourishing initiatives for the Baylor community
• Redevelop existing leadership and training programs for various populations of Greek students by incorporating identified topics of need (body image, mental health, eating disorders, cultural sensitivity, appreciation for diversity)

3. **RISK MANAGEMENT:** *Comprehensive training approaches will be created and employed to meet the varied needs of members of the Greek community.*

   Recent incidents on college campuses ranging from excessive alcohol use to hazing to sexual misconduct demonstrate the need for education for varied populations of students and advisors. In order to serve the Greek community situationally, provide healthy expectations for membership in a Greek organization, and update advisors on current messaging to student leaders, a robust training program focusing on critical topics, delivered in multiple formats, will be created. Students need to know how to positively navigate these challenging topics and through these educational methods members will be positioned to lead and forge a positive campus climate.

**Recommendations:**

• Create a position to coordinate and execute a comprehensive training and risk management curriculum for all organizations including Greek Life
• Expansion of existing training efforts including, but not limited to, Effectively Developing Greeks (EDG), new member education programming, bystander intervention, hazing prevention, and alcohol and drug education
• Identify and track all trainings delivered by national or international organizations for student leaders, advisors, and external advisors
MOVING FORWARD

The Greek Life Vision Committee was encouraged by the conversations held during this spring semester, but also understands that substantial work lies ahead to actualize these initiatives. Additionally, significant financial and staff support will be needed. This report organized initiatives within five themes (advisors, diversity, spaces, telling the story, and training) in order of priority, and the committee firmly believes that many of these initiatives, specifically training and spacing needs, are areas of concern for our entire student organization or student body populations.

In discussing next steps, the committee was limited on their ability to create action plans for each initiative. It is recommended that an implementation committee or team be created to develop these plans further, keeping in mind short and long-term objectives, impacts on the overall FSL community, and staff capacity needs for implementation. Student Activities staff will work to create a visual representation of the report to assist in conversations regarding recommendations. In addition, starting in the fall 2019 semester, initial actions will take place to start fundraising initiatives. Determining next steps will be done in consultation with the Vice President for Student Life.

The committee is grateful for the opportunity to explore areas of strength and improvement in Baylor’s Fraternity and Sorority Life. The work of Baylor’s fraternities and sororities is impressive and expansive. Through the execution of this plan, the fraternity and sorority community will be nationwide leaders for leadership, service, academic excellence, spiritual development, and lasting friendships, and will contribute to the rich legacy and tradition of fraternity and sorority excellence at Baylor University.
ACKNOWLEDGMENTS

An incredibly insightful and knowledgeable group of professionals and students crafted this vision:

Dr. Mito Diaz-Espinoza, Advisor, Omega Delta Phi Fraternity
Ashley Fitzpatrick, Assistant Director of Greek Life
Geoffrey Griggs, Alumni Member, Kappa Alpha Psi Fraternity, Inc.
Emma Haworth, Member, Panhellenic Council
Christopher Holle, Member, Interfraternity Council
Julia Huang, Member, Multicultural Greek Council
Lane Pippin, Alumni Member, Sigma Chi Fraternity
Bethany McCraw, Advisor, Kappa Chi Alpha Sorority
Reggie Singletary, Alumni Member, Alpha Phi Alpha Fraternity, Inc.
Dr. Stephen Sloan, Advisor, Kappa Omega Tau Fraternity
Amber Thompson, Advisor, Chi Omega Women’s Fraternity
Madeline Wieters, Alumni Member, Delta Delta Delta Women’s Fraternity
Craig Willie, Associate Director for Student Involvement
Dr. Randy Wood, Advisor, Pi Kappa Phi Fraternity

The committee expresses gratitude to Dr. Kevin Jackson, Vice President of Student Life, and Dr. Matt Burchett, Director of Student Activities & Division Philanthropic Engagement, for being entrusted with the charge to craft positive attributes and contributions of the Greek Community, suggest solutions for further support, and create fundraising objectives to lead Baylor’s Greek community for the foreseeable future.

Lanette Thompson, Acting Assistant Director for Student Life Planning, Assessment, and Program Review, is to be thanked for her analysis of assessment data sets providing insight on Fraternity and Sorority Life at Baylor University.

The committee appreciates the work of Koepsell Consulting, LLC for conducting a comprehensive review of Fraternity and Sorority Life at Baylor detailed in the 2018 External Review of Greek Life.
REFERENCE DOCUMENTS

• Fraternity and Sorority Experience Survey (2017)
• Greek Life Visioning Survey (2018)
• Council for the Advancement of Standards in Higher Education: Fraternity and Sorority Advising Programs

APPENDIX

• Projected Costs
The report highlights various initiatives that will position the Greek community for success. A listing of projected costs is provided here for reference.

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<tr>
<th>ADVISORS</th>
<th>Annual</th>
<th>One-Time Gift</th>
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<tr>
<td><strong>Support</strong></td>
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<td>Gatherings for advisor interactions beyond council affiliations</td>
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<td><strong>Recruitment</strong></td>
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<td>Faculty Liaison and Staff Liaison Role</td>
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