

## **Introduction and Background**

Fraternalities and sororities have been an integral part of student and campus life at the University of Missouri for nearly 150 years. Mizzou Greek alumni (over 46,000 worldwide) are highly engaged in supporting and advancing the success of the university and their respective fraternities and sororities. Currently, the Mizzou fraternity and sorority community includes approximately 6,400 student members across thirty Interfraternity Council (IFC) chapters, fifteen Panhellenic (PHA) chapters, six National Pan-Hellenic Council (NPHC) chapters and five Multicultural Greek Council (MGC) chapters. The four Greek governing councils work with the Office of Fraternity & Sorority Life (OFSL) to plan and develop training, education and community-building programs in support of the Mizzou fraternity and sorority community.

The University of Missouri is committed to partnering with students, alumni, national headquarters and various stakeholders to ensure that fraternity and sorority members thrive. Working together, we can create an environment that maximizes opportunities for personal and academic growth in a safe environment that supports our university values of Respect, Responsibility, Discovery and Excellence.

As part of our commitment to strengthening fraternity and sorority life at Mizzou, the University of Missouri general counsel and the interim vice chancellor for student affairs commissioned an external consultant to assess the current policies and procedures in place for fraternity and sorority life, with a particular focus on providing an overall risk assessment of the community.

The external review began in July 2017 and the report and recommendations were released in October 2017. As part of the recommendations, the consultant suggested convening a Fraternity & Sorority Advisory Board to develop strategies for implementing various recommendations in the report. The advisory board was formed in January 2018 and created five working groups consisting of more than forty volunteers representing a variety of constituencies: students, parents, faculty, staff, alumni, facility/house corporation representatives, chapter advisers and national fraternity and sorority leaders.

The five working groups were tasked with developing implementation plans related to the following areas identified by the external review:

1. Diversity and inclusion
2. Hazing prevention and member education
3. Academic calendar and recruitment
4. Freshmen in Greek housing
5. Social event risk management

The written charges for each working group are presented in Appendix A. The work groups met independently, both virtually and in person, and developed recommendations that were presented to the advisory board for adoption.

The recommendations articulated in this report are based on the efforts of the volunteers who attended board and working group meetings, in addition to the numerous stakeholders who were asked to provide insight, ideas and feedback to each working group. The advisory board considered each working group's work product, synthesized interconnected themes and issues, and produced this report of recommendations for university leadership. Each section contains an overview of the area, specific recommendations and recommended deadlines, where applicable.

**Statement of Principle: Excellence in Student Success (see [MU Strategic Plan](#))**

Students at the University of Missouri are the core of our institution and our future. We are dedicated to their success at MU and beyond. Our primary goal is to improve student progress, retention and completion rates leading to improved graduation rates. To support this goal we are committed to increasing student thriving, engagement and sense of belonging through an accessible support community and mentorship.

Although limited in scope to fraternity and sorority students, the advisory board recommendations contribute to a larger mission to establish favorable educational, intellectual and cultural experiences for all students.

As we work together to implement best practices in our fraternity and sorority community, the University of Missouri is committed to making the training, documentation and reporting requirements as efficient and effective as possible, in order to minimize the time commitments of the chapter leaders. We also recognize that through technology and changes in requirements, the training, documentation and reporting will continue towards greater efficiency.

**Focus Area 1 – Diversity and Inclusion**

The University of Missouri supports diversity and inclusion education within the fraternity/sorority community to encourage and promote diverse communities within fraternity and sorority life.

These recommendations are designed to facilitate a cultural shift along with a focus on supporting culturally-based organizations and inclusivity within the fraternity/sorority community as a whole. This shift focuses on building intentional relationships between and among students from various councils and university staff. Students from NPHC and MGC expressed that representation and support within OFSL is a priority in building a more inclusive environment and empowering their councils' success by providing adequate resources. The implementation of these recommendations will help turn the OFSL into a resource that adequately serves all students from all councils and supports institutional goals related to diversity and inclusion. This recommendation aligns with the University of Missouri's [Inclusive Excellence Framework](#), which reaffirms the university's commitment to growing and sustaining a diverse and inclusive learning, living, and working environment.

**Recommendation 1 - Secure funding for a new full-time staff member within OFSL to focus on diversity and inclusion education and support culturally-based organizations within the fraternity/sorority community – spring 2020**

To effectively foster diversity and inclusion efforts within the community and provide adequate advising and support to culturally-based fraternities and sororities, funding for a full-time staff member within OFSL should be secured. The expectations of this position include:

- Coordinate the creation and implementation of a four-year diversity and inclusion educational model to be incorporated into OFSL's Chapter Experience accreditation program
- Support and advise MGC and NPHC chapters and governing councils
- Coordinate institutional diversity and inclusion efforts within the fraternity/sorority community
- Provide training and support for MGC/NPHC chapter advisers

**Recommendation 2 - Create a diversity and inclusion experience for all FSL members, incorporated into the OFSL Chapter Experience accreditation plan – implemented fall 2018/ongoing**

A diversity and inclusion education track embedded within the OFSL Chapter Experience plan will allow students the opportunity to seek out and attend cultural programming along a four-year continuum as part of the co-curricular requirements of the Chapter Experience plan. OFSL will benchmark other institutions and consult with diversity and inclusion units on campus to determine the type of events to include in this experience and the appropriate number of events per academic semester that should be included.

**Recommendation 3 - Funding for permanent, year-round Greek Ambassadors program – spring 2020**

Greek Ambassadors serve as student liaisons between the Office of Fraternity & Sorority Life and incoming students/parents during the summer months. Their responsibilities include tabling during the Mizzou Fairs and presenting at informational sessions during Summer Welcome. Ambassadors will also be tasked with working the Office of Fraternity & Sorority Life front desk over the summer

A year-round and fully-funded Greek Ambassadors program will allow for more robust marketing and promotion of the entire fraternity/sorority community. This necessitates a larger and more diverse group of ambassadors representing all four Greek governing councils, which would allow for ambassadors to be fully trained on the unique characteristics of all four Greek governing councils in order to promote understanding and greater inter-council collaboration.

#### **Recommendation 4 – Develop a framework for inter-council programming – fall 2019**

Currently, council presidents meet monthly and OSFL hosts a January Greek Leader Retreat to bring together students from all four Greek governing councils. The limitation of these events is that they only target chapter and council leaders. In addition to these events, OFSL will work with council leadership in planning no fewer than two additional programs annually that are designed to foster community among and between all members of all four Greek governing councils.

#### **Recommendation 5 - Redesign a more open workspace in OFSL – spring 2019**

The current student workspace in OFSL does not invite collaboration among and between various councils, as each group has its own, isolated space. Creating an inviting workspace in the open areas of the OFSL will help build inter-council relations through the use of shared space. A shared space will foster relationships among and between council leaders, creating new opportunities for cross-council collaboration.

#### **Focus Area 2 – Hazing Prevention and Member Education**

To prevent hazing, the University of Missouri will provide resources to chapters and assist in developing a culture in which hazing is unacceptable. This will be accomplished through a combination of policy changes, enforcement and educational programming.

#### **Recommendation 1 Recommend six – eight week new member period (from beginning of new member process until initiation) – full implementation fall 2021**

The length of new member education processes varies from chapter to chapter at the University of Missouri; some chapters initiate new members almost immediately, while others have new member programs that extend from one semester into the next. Lengthy new member periods are not only inconsistent with national best practices, but also leave open a wide door in which hazing rooted in a power differential is more likely to occur. To address these issues, it is recommended that all student organizations with an associate member process initiate their new members within six to eight weeks of the beginning of their new member process and align with their national headquarters best practices). At the conclusion of these six to eight weeks, it is the expectation that every chapter will have completed their education period and initiated the new member class.

It is further recommended that those chapters requesting the ability to delay initiation until the following semester for the purpose of reviewing new member grades may be allowed an extension with the consent of their national headquarters, chapter adviser, and OFSL. Chapters requesting a delay of initiation must be in good standing with the university and have written approval from their national headquarters, must not have been found responsible by the university or any university-sanctioned disciplinary body for violations of the university's hazing policy within the previous eighteen months, and must have had a chapter GPA of 3.0 for the previous two academic

semesters (excluding summer terms). If a delayed initiation is allowed, it should take place during the first week of the subsequent semester, but no later than week two. Chapters granted an initiation exemption are expected to conclude their new member period (with the exception of an approved chapter-wide study hall/academic program) after six to eight weeks; at this time these new members should be considered “members awaiting initiation” and will have full rights as members with the exception of being allowed to view the rituals reserved for initiated members.

Finally, special exceptions to this process will be allowed on a case-by-case basis with the permission of the national headquarters and the chapter adviser, or OFSL for situations including continuous open recruitment, delayed recruitment, or specific situations in which new members are added in the middle of a semester that may fall outside of the regular six to eight week period.

Implementation for this recommendation will be gradual, with each chapter meeting each semester with OFSL staff to determine a chapter plan of action to reduce their pledging period to achieve the six to eight week standard.

## **Recommendation 2 – Develop policies to encourage self-reporting of hazing incidents – fall 2019**

Organizations and individuals will be given the opportunity to self-report incidents of hazing to the proper university officials. Parameters outlining self-reporting should be articulated in the University of Missouri Collected Rules and Regulations. Individuals and organizations aware of hazing activities should have the avenue and confidence to report these behaviors to the university without fear of punishment, which will ultimately create a much safer culture related to hazing.

It is especially important for the university to outline the rights and responsibilities of organizations to newly-elected executive members of fraternities and sororities each year. As new executive boards are elected, chapter officers should review and reflect on cultures or traditions within their chapter that may be linked to hazing. Executive boards should be empowered to reach out to the OFSL for guidance and support on addressing hazing. The “Rights of Those Who Report” clause states:

- A. Individuals who are victims of hazing and who truthfully report the activities shall not be individually charged with a violation of this regulation.
- B. Individuals who have knowledge of a hazing incident, but who did not participate, and truthfully report the activities shall not be individually charged with a violation of this regulation in relation to that particular incident.
- C. An organization or group that seeks assistance in preventing hazing from occurring within the organization or group, even if past behaviors have included hazing, shall not be charged with a past violation of this regulation.
- D. Any organization or group that self-reports a hazing behavior to an appropriate university official or the university police shall be given the opportunity to change those behaviors without immediate threat of being charged with a violation of this regulation. An

organization or group that self-reports shall identify those individuals responsible for the hazing behaviors. If evidence is presented in subsequent semesters that hazing behaviors have continued within the organization, that organization may be held responsible for past behaviors.

If a chapter member commits hazing, the member responsible for committing the hazing will be punished as an individual (not as a chapter), per the fraternity/sorority national headquarters policies and the UM Collected Rules and Regulations. This can include expulsion from the chapter or a series of sanctions from the university including suspension or expulsion.

If a chapter or individual reports hazing under amnesty, the Office of Student Accountability & Support will work with the chapter's headquarters to determine the next steps in assessing individual or chapter responsibility.

### **Recommendation 3 – Implement regular training for fraternity and sorority new member educators facilitated by OFSL – fall 2019**

This training will include policy, strategies for building positive brother/sisterhood, creating meaningful connections through the new member process, and preventing hazing. This should also include regular officer roundtables in which new member educators can share ideas and best practices.

### **Recommendation 4 – Develop fraternity/sorority new member orientation program, facilitated by OFSL and governing council leadership – full implementation fall 2019**

For many new members, information about fraternity and sorority life on campus is presented through the filter of the chapters they join with little information about the broader community or university traditions. To ensure a uniform message of relevant information to all fraternity and sorority new members, it is recommended that OFSL, in conjunction with leadership of the four Greek governing councils, develop and implement a fraternity/sorority new member orientation covering the following topics:

- Overview
  - o Office of Fraternity and Sorority Life
  - o Campus organizations and involvement
  - o Councils (information and history)
- Member expectations
  - o Financial
  - o Behavioral
  - o Academic
- Safety
  - o Hazing
  - o Alcohol and substances
  - o Greek town and community

- Greek history
  - o At Mizzou
  - o Alumni
  - o Ritual & special events
- Accountability
  - o Office for Student Accountability & Support
  - o Office for Civil Rights, Title IX & ADA

**Recommendation 5 – All chapter new member processes will be reviewed by OFSL staff each academic year and must be approved before new member education can begin – fall 2019**

To ensure that fraternity and sorority chapters at Mizzou are developing new member education activities and programs rooted in positive brother/sisterhood and free of hazing, the university will implement a process in which chapters must submit their written new member education plans to OFSL prior to the beginning of each academic semester. This document should not include chapter rituals and traditions. These plans should include detailed calendars, weekly learning outcomes, required educational topics (e.g., sexual assault prevention, academic resources, diversity and inclusion, etc.). Many of our national headquarters currently post their new member programs online. It is recommended that the Fraternity & Sorority Advisory Board review annually the impact of recommendations in Focus Area 2 and continue to improve upon these recommendations.

**Focus Area 3 – Recruitment and Academic Calendar**

Potential member recruitment by fraternities and sororities must be facilitated with consideration taken to limit the impact of disruption to a student’s academic success or ability to be fully integrated into the social fabric of the university, to minimize the risk of harm and to promote the overall health of the fraternity/sorority community. In order to promote student success and well-being, recruitment events should be more structured, better-monitored, and substance-free. Beyond recruitment, all stakeholders should work to place proper focus on the academic success of students throughout the academic year by addressing the timing and frequency of fraternity/sorority events at the chapter, council and community levels.

**Recommendation 1 – OFSL will support a growing and thriving fraternity/sorority community by helping connect prospective members to chapters – implemented fall 2018/ongoing**

Promoting the value and benefits of fraternity/sorority membership is a key recruitment message that begins with admissions events and campus visits. To support a thriving and growing fraternity and sorority community, and to promote safety and consistency within the recruitment/intake process, OSFL will engage in the following:

- Training for chapters to facilitate a values-based recruitment
- Creation of a Spring Greek Preview Weekend, planned in coordination with governing council leadership and Greek Ambassadors
- Use of technology and university databases to build demand through data collection with enrollment/admissions and orientation
- Ensure that all council and university recruitment/intake policies should be expanded, definable and easily located by all parties, including an enhanced FAQ section of the OFSL website related to recruitment and intake
- Requirement that all potential new members must complete an FSL approved application before being eligible to join a chapter
- Requirement that all chapters sign an annual agreement related to their respective councils' recruitment and intake policies

As part of our efforts to recruit and retain strong Greek student leaders, we are evaluating the possibility of developing internship opportunities, extended transcript certification, and /or credit hours for students performing key leadership roles within their chapters, as well as the four Greek councils.

We are committed to working with admissions and campus marketing and communications to help recruit exceptional potential members of the Greek community. Together, we will develop strong messages, utilizing multiple tactics, to engage both in state and out of state students early in the campus recruitment process in order to promote the value and benefits of joining a fraternity or sorority at the University of Missouri. We will focus our recruitment efforts and messages on our core values of academics, leadership, service/philanthropy and life-long relationships to recruit the best students possible.

**Recommendation 2 - All recruitment/intake periods will be organized in a manner that promotes student safety and does not interfere with a potential new member's ability to be fully integrated into the social and cultural fabric of the broader university community. - fall 2019**

As each Greek governing council's recruitment processes are so vastly different, the following section is divided into recommendations related to each specific governing council. All recruitment/intake process must be conducted in a way that is safe, promotes the positive values of fraternity/sorority membership, and minimizes disruption of students' academic pursuits and social integration into the broader university community.

**IFC** - Current IFC recruitment practices rely heavily on the informal recruitment of incoming freshmen during the spring and summer before they enroll at the university. These recruitment practices present a number of challenges, risks and limitations. Students from outside the state of Missouri are at a distinct disadvantage. Alcohol often plays a major role in these recruitment events. The pressure on IFC fraternities to identify new members early in the summer in order to fill beds in their houses decreases significantly with a late summer/early fall recruitment. In turn, a shift

away from an informal summer process to a more structured process in August will serve the purpose of providing more safety and structure, while also giving more opportunities for any student who might not be able to accommodate attending multiple events due to work, distance, prior commitments, etc., to participate in the recruitment process. In order to facilitate this transition, the following changes to the IFC recruitment process are recommended:

As approved by IFC in two separate nearly unanimous votes, formal recruitment will be held in August, the week before classes begin. The OFSL will host a smaller formal recruitment event early in the summer in conjunction with a Summer Welcome (freshmen orientation) event for those chapters interested in participating. In addition, chapters should consider participating in 20 informational recruitment events during Summer Welcome. These choices provide far more exposure to students interested in joining a fraternity than ever before. The university will market and promote these events in advance to students and their parents. Data from these recruitment events will be used to further inform the timing of future formal recruitment events. As in the past, a chapter may recruit Mizzou students at any time throughout the year

The features of this recruitment process should include:

- Increased marketing and promotion to potential new members for all events especially towards the primary recruitment occurring once classes begin that would benefit the majority of the community and not just a few chapters.
- Hold twenty open houses on day two of Summer Welcome and immediately following move-in day
- Host a partially-structured primary recruitment process in the weeks following move-in day (having recruitment activities during this time also addresses the concerns related to parties during “syllabus week.”)
- Encourage IFC chapters to identify and hold open a certain number of spots to be filled during primary recruitment if the fraternity does not fall under the exemption outlined in Focus Area 4
- Institute IFC policy whereby fraternity bids cannot be offered or accepted until June 1
- Institute IFC policy and process by which bids must be accepted through a university account/process
- Strictly enforce policy prohibiting presence of alcohol at any recruitment event
- Work with IFC leadership to determine timeframes for informal and primary recruitment consistent with the recommendations in this report
- Work with IFC leadership to establish framework for increasing outreach to currently enrolled Mizzou students via the spring recruitment process
- Allow participation of freshmen students in university traditions during Welcome Week (i.e. Midnight BBQ, Tiger Walk, etc.)

**PHA** - PHA recruitment has relied heavily on a formal process that has demonstrated continued success over the years. However, there are a number of challenges associated with PHA Bid Day, in particular the role of alcohol on Bid Day, the presence of non-members on Bid Day, and the

pressure associated with holding Bid Day immediately prior to the start of classes. In order to address this, the following strategies are recommended:

- Move up the recruitment process so that Bid Day occurs at least four days prior to the beginning of fall semester classes
- Move Bid Day activities away from public venues and encourage new member retreats once bids are opened
- Partner with MUPD to address presence of alcohol on and around sorority chapter facilities on Bid Day
- Require chapters to create plan of action including senior events on Bid Day to address alcohol consumption
- Require chapters to create plan of action involving private security at chapter houses on Bid Day restricting access in sorority houses to chapter members, new members, and parents
- Allow participation of freshmen students in university traditions during Welcome Week (i.e. Midnight BBQ, Tiger Walk, etc.)

**MGC/NPHC** – MGC and NPHC intake processes are decentralized, with each chapter hosting events within their own time frames. OFSL should support these governing councils as they create policies that promote student safety and well-being while increasing the visibility of these communities. Specifically, OFSL should support these councils as they create and establish council-wide convocations each semester for students interested in joining an MGC/NPHC group.

**Recommendation 3 – Develop parameters related to recruitment events taking place outside of the structured primary recruitment process for each council – full implementation spring 2020**

While these parameters can and should vary from council to council, some policies and parameters should be instituted across the board with all councils.

At minimum, the following parameters are recommended:

- Any recruitment event that has more than five potential new members and ten percent of the chapter (as of the last FSL census date) in attendance is designated as a “recruitment event” and must be registered with OFSL
- OFSL must be notified and approve all recruitment events including summer recruitment events, inside or outside Boone County.
- No one connected to a chapter may provide, serve or partake of alcohol or other illegal substances in the presence of a potential new member or recently signed new member. No potential new member may be in possession of alcohol or other illegal substances at any time during a chapter recruitment event
- A bid is not considered valid if signed/submitted while potential new member is under the influence of alcohol or other illegal substances

- No overnight recruitment events (float trips, lake weekends, etc.) are permitted.
- Documentation from the national headquarters stating that the chapter may recruit must be received by OFSL before the chapter can participate in membership recruitment/intake
- Any recruitment events taking place outside of Boone County and/or any recruitment event taking place outside of the primary recruitment process must be approved in writing by the chapter's national headquarters, and this written notification must include verification that the event is covered through the organization's liability insurance policy

#### **Recommendation 4 – Develop parameters related to timing and frequency of chapter-sponsored social events with alcohol – spring 2020**

While a different section of this report (Focus Area 5) addresses risk management related to social events, parameters related to the timing and frequency of social events fell under the purview of the working group associated with the academic calendar. The following parameters are recommended for adoption:

- In order to host social events, chapters must be in good standing with the university and must have completed all required mandated programming sponsored by OFSL, and must meet minimum standards associated with the Chapter Experience program implemented by OFSL in fall 2018/ongoing.
- Events with alcohol:
  - May only be held Thursday–Sunday
  - May not last for longer than a four-hour time period
  - That occur within the same calendar day (i.e., pregame, tailgate) will count as separate events with a minimum of four (4) hours between events
- High school students may not be present at any chapter-sponsored social events with alcohol. (As noted earlier, no alcoholic beverages are allowed at recruitment events)
- The Fraternity and Sorority Advisory Board should meet on an annual basis to review these policies. The OFSL Chapter Experience accreditation program should use a formula to determine the number and frequency of social events that chapters may host.
- Social events with alcohol should not be permitted:
  - During the first week of classes in the fall and spring semesters (i.e., “Syllabus Week”)
  - When the university is closed for business (such as snow days) and when the university does not have class (including, but not limited to official university holidays, finals week, winter break, spring break, etc.)
  - During any governing council's designated recruitment period (including PHA Bid Day)
- A chapter may request to be exempted from a portion of these policies. In order to recognize a chapter's demonstrated commitment to responsibility and accountability, OFSL will consider conduct history, past registration violations, academic performance, etc., before approving the event.

- Example: A chapter requests a 6 hour event for a concert
- The registration is forwarded to OFSL staff for review
- OFSL staff reviews and either approves, or requests edits to the registration

**Recommendation 5 – Ensure that the first week of each academic semester is viewed as academically rigorous.**

MU Division of Student Affairs leadership, in conjunction with OFSL and Greek governing council leadership, should work with the University Council of Academic Deans to develop a plan of action that ensures the first week of each academic semester (i.e. “Syllabus Week”) is viewed as academically rigorous and includes meaningful assignments and coursework. Senior administration has committed to reviewing this further.

**Focus Area 4 - Freshmen in Greek Housing**

One of the most challenging recommendations was the suggestion of removing freshmen students from living in fraternity chapter facilities. Our research shows that MU is one of only six universities that utilize the “freshmen in Greek housing” model. Some argue that our housing inventory is so large, we must accept freshmen. This working group attempted to identify and address the viewpoints and concerns of various constituencies with an interest in any change to the current policy, the needs of the students, the interests of the chapters themselves, our house corporations and overall safety concerns. An FSL Housing Advisory Committee was also established in August 2018 to focus on health and safety of the student and the financial health and wellbeing of the chapter.

Chapters will have the opportunity over the next two and half years to work toward the changes proposed below. The Office of Fraternity and Sorority Life is available to provide assistance as chapters begin this transition.

**Statement of Principle: Raising the bar is in the best interest of our Greek community.**

Student success is the number one priority of the University of Missouri. While student success is defined in many different ways, a student’s GPA can be a clear indicator of their future success and persistence at Mizzou.

Academic success among Greek men is generally higher than non-Greek and has, thus, never been questioned by MU leadership. We agree that fraternities and sororities are well-suited to supporting academic performance through mentoring and chapter study halls. However, a student’s *uninitiated* status creates a power-differential that in some (not all) chapters can result in higher risk behaviors (hazing and alcohol/drug consumption) that negatively impact the student’s ability to academically and personally thrive.

The proposed GPA requirement by the MU Fraternity Alumni Consortium in the August 6, 2009 Recruiting Action Plan was intended to minimize risks associated with freshmen in house. The plan

recommended that setting high academic requirements for recruits (beating the then all-school average of 3.04 in 2009) would elevate the image of the fraternity system and that “raising the bar on grades is one strategy for reducing alcohol problems.” A 2013 Fraternity Freshman Housing Accreditation Program recommended by the Consortium included a need for higher academic standards “to ensure that fraternity housing for freshmen at Missouri is safe, well managed and is committed to the highest quality of student experience for each of its new members.”

Independent national studies also support the need for higher academic standards. In a study of high performing fraternity/sorority communities, Jelke (2001) found the best performing communities had high academic standards. “The study revealed that engaging in academic activities, such as studying, reading, writing, and doing lab work, was the strongest predictor of academic performance. Campus-based professionals should foster an academic environment within fraternities and sororities to promote the academic success of members. Alumni volunteers might consider encouraging the use of on-campus resources, developing a workshop on good study habits, and enforcing quiet hours in chapter houses.” A 2018 study by William E. Even found that affiliation with a fraternity or sorority can in fact lower students’ grades, particularly around the time recruits are being inducted into a Greek chapter.

- Students experienced a dip in academics most prominently around recruitment
- Generally, students in Greek chapters saw their GPA fall by an average of about 0.25 points.
- Grades of students who just made the 2.5 GPA cutoff suffered much more compared to those with higher GPAs.
- In cases where students were suspended from their Greek organization as a result of a disciplinary action, their academic performance actually tended to start improving, in line with what the researchers would have predicted had those students not joined in the first place.

### **Beginning fall of 2021:**

For chapters meeting the proposed criteria (see below), there is not a limit on how many initiated freshmen can live in the house. For chapters not meeting the below proposed criteria, initiated freshmen may live in house their second semester of college, as long as those freshmen constitute no more than ten percent of the total number of residents and have not been found responsible for any violations of university policy during their first semester of enrollment.

The following guidelines will supersede conflicting recommendations stated elsewhere in the report.

#### **Individual Requirements for Freshmen**

- Eligible freshmen may be released to live in a chapter facility if their previous semester GPA is 3.0 or above (high school or college) (special exceptions can apply) and are enrolled in at least 12 credit hours and

- have not been found responsible for any violations of university policy prior to moving into the chapter facility

### **Chapter Requirements**

#### **Academic Standing**

**Chapters must have a rolling average of a 3.0 GPA or higher for two consecutive semesters.**

#### **Chapter House Facility**

- The physical structure of the facility must:
  - (a) have passed an inspection by the Columbia or Boone County Fire Marshal,
  - (b) possess proof of insurance, including a past underwritten risk assessment,
  - (c) have a working fire sprinkler system [and working smoke and carbon monoxide detectors] in accordance with City Code, and
  - (d) have conducted a facility fire drill in the past 12 months.
- The chapter facility must be substance-free. Substance-free may be defined as a facility which has, and enforces, a policy which includes an absolute prohibition on intoxicating substances including but not limited to beer, wine, and liquor, as well as a prohibition on all substances which are illegal to possess or consume in the State of Missouri. An individual who violates the substance free policy should be handled through their chapter conduct process. When an individual is not held accountable, or, the violation is not an individual but rather a chapter issue, the chapter will go through their council's judicial board process (where applicable).

#### **Chapter House Composition**

- Chapters must have a full-time, live-in house director whose primary residence is the facility. The house director must:
  - (a) have passed a Missouri State Highway Patrol background check,
  - (b) have been trained in CPR and First Aid, and
  - (c) be deemed "qualified" by the respective chapter facility corporation board
- The chapter must have at least 4 members of the executive board who live in the chapter facility and who also have completed at least 60 credit hours of coursework at the university.
  - (a) The chapter can request a waiver for up to two of these executive board members
  - (b) These individuals must be in good academic standing with the University and must be registered, and complete the number of credit hours needed to achieve the 60 credit hour standard
- The chapter must have at least four alumni advisers who are registered with the university and who have each attended (or will attend) at least three chapter or executive council meetings and have attended a university-sponsored adviser training or meeting within the prior six months. These trainings will vary by relevance and need.

#### **Chapter Performance**

- The chapter (not an individual) must not have been found responsible by the university, national headquarters, or any university-sanctioned disciplinary body for violating university/national headquarter hazing policies within the past eighteen months. Note:

Chapters found responsible for violating hazing policies may not allow uninitiated freshman to live in the chapter house for the next eighteen months.

- The chapter (not an individual) must not have been found responsible by the university or any university-sanctioned disciplinary body for violating social event or alcohol policies within the past twelve months (including violations of the substance-free requirement, as articulated above). Note: Chapters found responsible for violating alcohol/social event policies may not allow uninitiated freshman to live in the chapter house for the next twelve months.

#### **Required Documentation**

- New Member Roster: The chapter must provide documentation (including verification from their respective national headquarters) that all new members are fully initiated into the chapter within six to eight weeks of beginning new member education, as approved by their national headquarters and the Office of Fraternity & Sorority Life.
- Substance Free Chapter House: The chapter must submit a written plan, approved by the university and the national headquarters, detailing how chapter members who violate the substance-free policy will be disciplined by the chapter and/or the house corporation.
- Member Education Plan: The chapter must have a written member education plan that has been approved by the chapter's national headquarters and the university. Note: this was recommended by the MU Fraternity Alumni Consortium 2013 Fraternity Freshman Housing Accreditation Program. The University of Missouri has no desire to receive or publicize information regarding chapter rituals or other confidential information. This document should not include chapter rituals and traditions but could provide the type of information that could be disseminated when potential new members their parents are making decisions about recruitment.
- Diversity and Inclusion Plan: The chapter must have a written diversity plan on file. The chapter must be able to demonstrate progress towards the goals outlined in that plan.

**Statement of Principle: The University of Missouri is committed to providing resources to help every chapter achieve a cumulative 3.0 GPA by 2021.**

The fall 2018 all-fraternity GPA was 3.088 compared to the all-men GPA of 3.020. Nine IFC chapters did not achieve a 3.0 GPA in fall 2018 (six of these chapters reported not housing freshmen). As we work together to raise academic standards in our fraternity and sorority community, the university is committed to helping under-achieving chapters by connecting chapters with current university academic enrichment resources (e.g., the Learning Center, the Campus Writing Lab, etc.), as well funding academic advisors for those chapters. The university will either fund or co-fund a stipend for a faculty mentor similar to the FIGS program for chapters that do not achieve the 3.0 GPA. The goal is to have every chapter at 3.0 by 2021.

## **Focus Area 5 – Social Event Risk Management**

As values-based student organizations that are social in nature, members of Mizzou fraternities and sororities have a responsibility to adhere to espoused values while providing a safe and structured social setting for their members and guests. In collaboration with the university and fraternity/sorority alumni, fraternities and sororities must take steps to address behaviors that negatively impact student health and safety. The university is committed to minimizing the time commitments of chapter leadership related to training, documentation and reporting.

**Recommendation 1 – Partner with chapter housing corporations who choose to not permit registered social functions in their facilities – FSL Housing Advisory Committee began meeting in fall 2018/ongoing.**

Some chapter house corporations may choose not to allow their chapters to host registered social functions on chapter premises. In such cases, that house corporation should notify the university in writing of the specific parameters of those restrictions (e.g., tailgates on the property permitted but no social events inside the house) by August 1 of each calendar year. In such cases, the university should work in partnership with that chapter/house corporation to develop a plan related to enforcement of that policy. Social event policies should be altered to include a specific violation related to chapters hosting unregistered social events in chapter premises without the authorization of the property owner, and chapters should be disciplined accordingly if found in violation of that policy.

**Recommendation 2 – Develop parameters regarding social events with alcohol on chapter property – spring 2020**

For those chapters in which house corporation AND national headquarter policies permit social events in a chapter facility, we recommend the following parameters:

- Continue to utilize third-party vendors to serve alcohol for on premise social events. The expectation would be that vendors would comply with the following to ensure their preparedness:
  - Server training certified by Missouri Alcohol and Tobacco Control
  - Alcohol served at fraternity events should be restricted to an ABV of 15% or less
- Require chapters to use licensed and bonded security firms that have been approved and trained by the university regarding social event policies.
  - Minimum of two security guards per event, plus an additional guard for each additional 100 guests beyond 100
- Restrict event size to fire code or a ratio not to exceed two guests per member, whichever is smaller.
  - Post fire code permanently and visibly
- Registration for these events must be approved by both university *and* house corporation/property owner if held on chapter property.
- During social events, alcohol will be allowed in only one designated assembly area, not in residential areas.

### **Recommendation 3 – Develop specific parameters related to tailgates at chapter facilities – full implementation fall 2020**

If chapters seek to host tailgates on the chapter premises, the chapter leadership and a representative of the chapter house corporation/property owner must submit a risk management plan associated with tailgates to OFSL by August 1 of each year. Once received, OFSL staff will meet with chapter/house corporations to review the plan and ensure compliance with all university and council policies. This plan should be approved by OFSL before a chapter is permitted to host/register tailgates on chapter premises. Furthermore, registered tailgates will be subject to all parameters outlined in Focus Area 5, Recommendation 2 and Recommendation 4

### **Recommendation 4 – Edit audit policy– fall 2019**

A number of challenges associated with the current audit policy and standard operating procedures were identified. An audit committee, composed of property owners, began meeting in fall 2018 and will continue to develop workable policies.

**Clarification of Audit Policy:** The University of Missouri does not conduct audits and does not develop audit policies. Audit policies are developed by the Interfraternity Council in collaboration with their house corporations as one measure to establish a safe environment for chapter members. A third-party audit provides for the periodic collection of objective data about behavior in chapter houses. Audits are contracted by house corporations and the IFC. Entering public or private rooms within a chapter house is at the sole discretion of the property owner. Note: Because the IFC constitution and bylaws require social audits, the advisory board cannot make a recommendation as to whether a house corporation or property owner can opt in/opt out. This matter is best left to the audit committee, which is composed of IFC, PHA, staff and property owners. Audits are optional for PHA.

The following edits will be forwarded to the audit committee:

- The audit process should be funded and managed by the collective house corporations/property owners instead of IFC, as is the current practice.
- Auditors may observe individual rooms only if there is reasonable suspicion of policy violation. Each house corporation/property owner should provide written protocols to the auditor regarding the specific circumstances under which an individual room will be entered by an auditor, and this language should be included in members' lease agreements with the house corporation/property owner in order to address any privacy concerns.
- Audits should focus on relevant party days. Under the current model, audits are distributed evenly over the course of the week. This should be adjusted to have regular audits on Thursday– Saturday and random, spot-check audits on Sunday–Wednesday.
- Audit letters will be sent to house corporations/property owners and IFC, (PHA if applicable), chapter presidents, and the Office of Fraternity & Sorority Life. Currently, audit

letters are only sent to the IFC and the chapter president of the house that was audited. Sending the audit letter to more stakeholders will increase transparency and allow both the house corporations/property owners and the university to collaborate on appropriate educational remediation or disciplinary action, if necessary.

- Allow auditors to begin inspections without delay. Currently, auditors are greeted and then must wait outside until a member of the chapter's executive board returns to give them a tour of the house. The policy should be adjusted to eliminate this waiting period and allow for the audit to begin immediately, regardless of who answers the door.
- Auditors will preferably be escorted by an executive board member, but any member living in the facility can escort the auditor
- An audit should begin as soon as the auditor requests entry to the facility

### **Recommendation 5 - Joint-governing documents - fall 2020**

All four Greek councils, OFSL and the Office of Student Accountability & Support will develop a set of uniform policies to replace the current system of social policies incorporated into various governing council bylaws. This will eliminate confusion and ensure that all fraternities and sororities are held to the same standards regarding social events with policies endorsed by the university.

### **Recommendation 6 - Create preferred venue list that follows safety and pricing guidelines - spring 2020**

As chapters transition away from social events held on chapter premises, identifying and partnering with off-campus venues for these chapters to host social events will become increasingly important. A committee of students, university staff and alumni should be identified and charged with the responsibility of creating a framework for a preferred venue list and then working in partnership with local venues to provide affordable and safe environments for chapter social events.

### **Recommendation 7 - Explore developing a Memorandum of Understanding between University of Missouri and City of Columbia police departments related to policing and enforcement in Greek town.**

### **Summary and Conclusion**

The Office of Fraternity & Sorority Life and the University of Missouri value the support and recommendations of the Fraternity & Sorority Life Advisory Board. The challenges facing the Mizzou fraternity and sorority community are not unique to the University of Missouri. Addressing these issues and opportunities requires broad input from a variety of dedicated stakeholders. We are fortunate to have a group of passionate individuals who volunteered their time and expertise to help us review the current landscape of Mizzou fraternity and sorority life. This ongoing advisory role is essential as we work together to build a community of excellence and responsibility.

The board's recommendations provide invaluable information to the leadership of the Office of Fraternity & Sorority Life and will help guide our efforts to provide the resources necessary to maximize a positive, successful and inclusive experience for our students. Recommendations and proposed deadlines from the working groups will be implemented as resources are available.

The University of Missouri is committed to providing resources to foster a thriving fraternity and sorority experience for prospective and new students, as well as celebrate the accomplishments and milestones of our chapters. We want our fraternity and sorority community to be the best in the country.

We are committed to making the training, documentation and reporting requirements efficient and effective to minimize the time commitments of chapter leaders. We also recognize that through technology and changes in requirements that the training, documentation and reporting will continue towards greater efficiency.

This renewed focus on partnership and commitment to Mizzou's values ensures a bright future for fraternity and sorority life at the University of Missouri.

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## **Appendix A**

### **University of Missouri Fraternity & Sorority Advisory Council**

#### **Working Group Descriptions and Charges**

##### **Overview and Description**

The Dean of Students Office, in conjunction with the Office of Fraternity & Sorority Life, has developed a Fraternity & Sorority Advisory Board. This advisory council was established to assist university leadership in the implementation of recommendations made in the consultant's external review report, published in November 2017.

In moving forward with many of the recommendations outlined in the external review, the university has developed five working groups that will be tasked with developing specific recommendations and implementation plans in key areas addressed in the external report. Those five areas are:

1. Diversity and inclusion
2. Hazing prevention and member education
3. Academic calendar and recruitment
4. Social event risk management
5. Freshmen in Greek housing

Each work group will consist of a core leadership group (including a chairperson) comprised of members of the advisory board, with additional members selected from interested students, alumni and other constituent groups. The chairperson will be tasked with synthesizing the group's recommendations into a written report, which will be presented to the entire advisory board and, once adopted, presented to the vice chancellor for student affairs.

It should be noted that the board and work groups are advisory in nature. Ultimately, it is the role of university leadership to develop and implement policy, but university leadership understands that the suggested changes outlined in the external review will require buy-in and support from students and other stakeholders in order to be effectively implemented. Therefore, the university seeks input from those constituent groups as we develop the plans to implement these changes in our community. The primary objective in all of this work is the health, safety and well-being of Mizzou students and all other considerations will be secondary to this objective.

##### **Diversity and Inclusion Work Group**

This work group is charged with developing recommendations associated with diversity and inclusion efforts within the fraternity/sorority community. In undertaking this effort, the group should specifically outline recommendations associated with the following:

- The university's support of NPHC and MGC organizations and other culturally-based fraternities and sororities
- Identification of alternative funding sources for culturally-based fraternities and sororities
- Diversity and inclusion efforts among PHA and IFC fraternities and sororities
- Diversity and inclusion education for all fraternity and sorority members
- Inclusivity of programs/events aimed at engaging entire Greek community (i.e. Greek Week, homecoming, etc.)

### **Hazing Prevention and Member Education Work Group**

This work group is charged with the responsibility of suggesting revisions to the university's hazing policy and procedures to bring them into compliance with the recommendations outlined in the external review, including the development of policy language related to amnesty/self-reporting. This group should also identify gaps and areas of concern with current new member education practices and outline recommended actions associated with improving chapter membership education.

### **Academic Calendar and Recruitment Work Group**

This work group is charged with undertaking a high-level examination of the university's academic calendar and its connection to fraternity/sorority events. In addition, this committee should investigate and benchmark the university's recruitment processes and timelines, and make recommended changes in light of other recommendations in the external review (e.g., the elimination of freshmen in Greek housing). In particular, this committee should investigate and address the following:

- Social event "dead periods" during high-risk times (i.e., syllabus week, finals week, etc.)
- The timing and structure of IFC and PHA recruitment and MGC/NPHC membership intake
- Recruitment policies, with an increased emphasis on enforcement of alcohol-free recruitment
- The timing of other major fraternity/sorority community events

### **Social Event Risk Management Work Group**

This work group is charged with the responsibility of suggesting revisions to relevant university policies and procedures in order to bring them into compliance with the recommendations outlined in the external review. In developing recommendations, this work group should consider and address the following:

- Utilization of technology to monitor guest entry
- Identification of event security firms
- Appropriate limits on number of social events per semester

- Outlining roles of campus vs. local law enforcement in Greek housing
- Plan for educating fraternity/sorority community on changes to social event policies

### **Freshmen in Greek Housing Work Group**

This group is charged with developing an implementation plan related to the external review recommendation of gradually removing freshmen students from Greek housing. In developing this plan, the work group is encouraged to consider the following:

- Gradual implementation (2-3 year plan)
- Incentivizing chapter performance during transition (i.e., a percentage of beds can be filled by freshmen for chapters at a certain level of academic/behavioral performance during transitional period)
- Opportunities for Greek freshman learning communities in university housing

This work group should prepare a report outlining an implementation plan prioritizing the safety and well-being of students and the health of our fraternity/sorority chapters, but should also consider the financial implications and put forward a plan that minimizes the risk of any adverse financial impact on fraternity/sorority chapters or housing corporations.