Summary
As Indiana University, Bloomington (IUB) makes University's Bicentennial preparations, the Office of the Provost and Executive Vice President, in conjunction with the Dean of Students Office, has initiated and implemented a planning effort to create a renewed vision and intentional commitment to the undergraduate co-curricular learning experience (https://strategicplan.iu.edu/index.html).

The Vision for the Ideal Fraternity and Sorority Community (VIFSC) is rooted in the belief that the fraternity and sorority community, when aligned with the mission and purpose of IUB, can be an exceptional, safe living and learning experience for undergraduate students.

As fraternities and sororities are central to the co-curricular experience, the question was asked, “What is the current reality and where do we want to be as a community in 2020 and beyond?”

Process
A cohort of 33 students, staff, faculty, alumni, and parents convened on April 18th, 2015 to address this question, examining the current status of the IU fraternity and sorority community as well as documenting strategic objectives and recommendations for next steps. Facilitated by Dr. Jeremiah Shinn, the group reviewed the following:

- What was not working?
- What was working (including which areas were by happenstance and which by engineering)?
- Where should the community be in the next 5-10 years?
- What strategies should be implemented to meet that vision and how (i.e. specific goals, plans, etc.)?

Following this session, undergraduate council presidents, alumni council leaders, and a team of expert reviewers examined the document and provided feedback, tactics, and edits. Further review was be completed by an administrative committee chaired by Dr. Pete Goldsmith, Dean of Students.

After confirming campus priorities and resources, the administrative committee then selected an Implementation Task Force comprised of undergraduate council presidents, administrators,
Vision for the Ideal Fraternity and Sorority Community (VIFSC)  
Process and Participants  
Indiana University Bloomington

faculty, and alumni. This Task Force completed its own review and edits to the document and to the implementation timeline.

**Current Reality**

Cohort participants first discussed, “What are the current and long-standing community issues?” We asked what is and is not working in the fraternity and sorority community.

Note: The participants labeled the following responses to designate if they were engineered or by happenstance. Engineered responses might be models for how to achieve strategic objectives.

The following responses were shared:

**What Is Working?**

- Willingness to engage in authentic conversations (both happenstance and engineering);
- Some existing education/training (both happenstance and engineering);
- Good track record of service and philanthropy (both happenstance and engineering);
- Good student and alumni affinity to Chapter and IU (happenstance);
- Students’ personal enrichment, skills development, and practical leadership skills (both happenstance and engineering);
- Networking, opportunities to learn from one another (between Councils), and collaboration with non-Greek organizations (both happenstance and engineering);
- Consistent academic achievement (engineering);
- A defined purpose/set of values (Greek Assessment and Awards Program [GAAP]) (engineering);
- Proximity to Headquarters, i.e. Indianapolis-based organizations (happenstance);
- Dedicated and invested student development staff with a partnership and developmental approach (engineering);
- High Quality Student (standards) (both happenstance and engineering);
- Solid recruitment/retention of members (both happenstance and engineering).

**What Is Not Working?**

- The community lacks accountability. The student self-governance and peer-peerness responsibility is not based on shared expectations;
- There are moral health challenges including a rape supportive culture due to alcohol abuse (large houses seem to be a focus of this type of bad behavior);
- An elitist social hierarchy exists that is replicated in recruitment and social opportunities;
- An ineffective training and education program does not accommodate the size and scope of the community;
- We lack campus resources and programs;
- There isn’t adequate data and assessment in place to make good decisions;
Vision for the Ideal Fraternity and Sorority Community (VIFSC)
Process and Participants
Indiana University Bloomington

- It isn’t a community as it lacks inclusive language and is a house-centric (majority) culture/language;
- There are different expectations among Councils and Chapters (Interfraternity Council [IFC], Multicultural Greek Council [MCGC], National Pan-Hellenic Council [NPHC], and Panhellenic Association [PHA]);
- The partnership between IU and Headquarters regarding alumni recruitment and training needs improvement.

Vision of the Ideal Fraternity and Sorority Statement:
Indiana University fraternity and sorority members aspire to, and will tolerate nothing less than, behavior on and off the campus both individual and group that meets the highest standards of personal integrity, honesty, safety, academic performance, and respect for the welfare and well-being of ourselves and others. We believe Fraternity and Sorority Life provides members with a Co-curricular Learning experience that prepares them to excel in life during and after IU (IUB Objective #1, 2-h).

Our community is PROGRESSIVE (Objective), therefore we adopt the following guiding themes:

1. We commit to being Purpose Driven, placing organizational values and the mission of Indiana University above traditions.
2. We set High Standards and expectations to motivate members, to hold individuals and chapters accountable, and to celebrate accomplishments. (IU Priority #3, 3; IUB Objective #1, 2-h).
3. We commit to being an Inclusive and Diverse community that fosters a culture of respect for others and ourselves. (IUB Objective #1, 2-h, 3-b, c)
4. We support a culture of care and concern with a focus on the Health and Safety of all. (IUB Objective #3, 1-a, b)

Our community is PURPOSE DRIVEN (Theme #1), therefore:

1. Objectives and activities match with the goals and mission of Indiana University. Chapters will set goals with specific plans to meet and regularly evaluate goals, incorporating the “outside” perspective that includes campus stakeholders, local community members, and parents. We will work to fill gaps between espoused and enacted values to reduce high risk behavior.
   - SLL in consultation with Councils will create a public “report card” on the four (4) areas (purpose driven, high standards, inclusion/diversity, and health/safety) outlined in VIFSC, which will explain how Chapter activities, new member and member education programs, risk management education, and service and philanthropy projects meet the goals of this plan. Revise/add to GAAP by December, 2016.

2. We value academic learning and co-curricular active learning (IUB Objective #1, 2-h).
   - SLL in partnership with Councils will conduct co-curricular learning assessment and provide reports to the Campus, Chapters, and Headquarters for development/focus; March, 2016 implementation of the Fraternity and Sorority Experience Survey, Generate reports by July, 2016.
Vision for the Ideal Fraternity and Sorority Community (VIFSC)
Process and Participants
Indiana University Bloomington

- SLL in partnership with Councils will annually review Chapter academic enhancement programs as part of the GAAP criteria by August, 2016;
- SLL in partnership with Councils will identify, develop and provide education/training for students and chapter advisors, and professional live-in advisors to reinforce the priority on academic and co-curricular active learning by December, 2016;
- Dean of Students and SLL in partnership with interested Chapters will create a living-learning community (LLC) program (IUB Objective #1, 2g). Pilot program by December, 2017:
  - Partner with Residential Programs and Services (RPS) to create an appropriate LLC model.
  - Use SLL leadership programs or HQ programs in chapter membership development to achieve LLC status.
  - Incorporate faculty into chapter programming and support (examples may include: Faculty presentation of research, faculty facilitation, faculty assistance with academic programs, maintaining office hours in fraternity and sorority Chapter houses) to achieve LLC status (IUB Objective #1, 2-c).
  - Create a chapter undergraduate resident assistant education program, similar to or in concert with RPS training to achieve LLC status.

3. Chapters and Councils will maintain and encourage robust service and philanthropy education and experiential programs (IUB Objective #1, 2-d).
   - SLL in coordination with Councils will consult, advise, and review Chapter service and philanthropy programs by December, 2016;
   - SLL in coordination with Councils will document Chapter philanthropy and service hours and dollars donated starting by December, 2016.

4. We understand and are committed to our values through intake/recruitment, new member, and membership education programs (IUB Objective #1, 2-h).
   - SLL will consult and review intake/recruitment, new member and chapter education programs by December, 2016 and membership accountability programs (standards board operations) by April, 2016; ¹ ²
   - SLL will provide data, including institutional data on retention and graduation rates, regarding the efficacy of new member and member educational programs to Chapters, Councils, and Headquarters by August, 2016;
   - SLL in coordination with the Councils and Chapters will work to develop Chapter incentive programs to retain, promote, and ensure upperclassmen leadership within organizations by December, 2016.

Our community exemplifies HIGH STANDARDS (Theme #2), therefore:

1. We challenge students to meet high expectations as set forth in the IU Student Code of Conduct, Student Organization Contract and Addendum, Indiana Promise, Greek Pillars, and individual chapter constitutions. The Dean of Students will involve students in the revision and adoption of standards whenever appropriate (IUB Objective #1, 2-h). ¹ ²
   - Dean of Students will review staffing model to maintain high standards. Staff will be trained in maintenance of high standards by April, 2017;
Vision for the Ideal Fraternity and Sorority Community (VIFSC)
Process and Participants
Indiana University Bloomington

- Dean of Students and SLL in partnership with the Councils will co-create positive recognition for high-achieving groups including acknowledgement and feedback loops with Headquarters as part of an enhanced GAAP by August, 2016;
- For housed groups, Dean of Students will develop an incentive program to break residence hall contracts for high-achieving groups by April, 2017.  

2. We hold Chapters and Councils accountable to their values and actions.  
- Dean of Students in consultation with Councils will create criteria and establish an Independent Review Team composed of stakeholders to accredit each Chapter through a comprehensive evaluation every three years by January, 2017;
- SLL in coordination with the Councils will conduct an annual Chapter GAAP. Annual evaluations will be used in the accreditation program by December, 2016.

3. We commit to advisor training and support.  
- SLL will establish advisor training that outlines standards, expectations, and generational differences/learning styles by December, 2016;  
- SLL and HQs will cultivate quality advisors within close proximity to the Bloomington area by December, 2016;
- Dean of Students will require 1 advisor for every 50 (active) members to increase support and accountability. (See Fraternity and Sorority Addendum for specific language and timeline, the Fraternity and Sorority Addendum defines added community policies and expectations.)

Our community exemplifies INCLUSION and DIVERSITY (Theme #3), therefore:

1. We encourage Councils and Chapters to build a community of understanding, appreciation, and conviction by being culturally competent, inclusive, and diverse. We will be known as a community that broadens students’ social choices and engages and responds to societal issues (IU Priority #1, 2; IUB Objective #1, 3-a, b, c).  
- Councils and Chapter leaders will design and implement appropriate systemic changes and educational programming to create a diverse and inclusive community. Educational programs may include the Social Justice Training Institute, National Conference on Race and Ethnicity, and/or the National Coalition Building Institute by December, 2016;
- SLL will provide racial/cultural sensitivity education (including social justice and intersectional diversity education) for Councils and Chapters in conjunction with Division of Equity and Multicultural Affairs by March, 2017.

2. We will create an inclusive and diverse community by seeking to eliminate barriers such as: housed/unhoused dynamic, chapter size, separate Councils, location, perceived tier system (IUB Objective #1, 3-a, b, c).  
- Councils will make efforts to increase interactions with other chapters. Examples may include: equitable social system (pairing) that is in line with laws and policies, philanthropy and service events, dinners, paired programming events, etc., by December, 2016;
- SLL will create a campaign to reeducate alumni and parents to change the mindset from a fraternity and sorority tiered system to a community by December, 2016;
Vision for the Ideal Fraternity and Sorority Community (VIFSC)
Process and Participants
Indiana University Bloomington

- SLL in coordination with the Councils will create inclusion and diversity education programs for intake/recruitment, new member, and member education chairs.¹,² Spring 2016;
- SLL in coordination with the Councils will create a community orientation program for all interested students by December, 2016.¹,²

3. We evaluate long-term change.
   - SLL in partnership with Institutional Research will develop a baseline assessment for development/focus, i.e., number of people per diverse group, e.g., underrepresented and first generation students (IUB Objective #1, 3b) by December, 2016;
   - SLL will implement a cultural competence/climate survey to identify baselines and areas for development/focus by April, 2017.

Our community exemplifies HEALTH and SAFETY (Theme #4), therefore:

1. We hold ourselves accountable by empowering all members.
   - Chapters will have effective social event monitors and training programs by December, 2016;¹,²,³
   - SLL (or if HQ has an equivalent program) will provide education to Council and Chapter Standards Boards (IUB Objective #3, 1-a) by December, 2016.¹,²

2. We create a system of support for the holistic development of students and their welfare (mental health, physical health, and safety) (IUB Objective #3, 1-a, b).
   - SLL (or if HQ has an equivalent program) will conduct Council-specific education for Risk Management Committees and Standards Board Chairs, focused on the culture of our organization and how to encourage and support behavioral change by December, 2016.¹,²

3. We clearly understand and recognize unhealthy/risky behaviors and promote healthy relationships and safe environments (IUB Objective #3, 1-a, b).
   - SLL (or if HQ has an equivalent program) and Councils will provide annual education focused on risks for Chapters (including alcohol, drugs, hazing, sexual misconduct, and mental health) by December, 2016:¹,²,³
     - SLL will develop a four-year education model for Chapters.¹,²
     - SLL will create pre- and post-assessment tools for the four-year model.
   - Dean of Students will provide scalable Title IX education (and/or Chapter/Council equivalent programs) in the area of consent, healthy relationships, and bystander education;¹,² Spring, 2017
   - Dean of Students will provide proactive and reactive education regarding alcohol, recreational drugs, and prescription drugs by December, 2016;¹,²
   - Councils and Chapters will increase awareness and education regarding sexual misconduct.¹,² Education will focus on incorporating Chapter stated values, consent training, and bystander intervention training by December, 2016;
   - Councils and Chapters will eliminate hard alcohol by August, 2016;¹,³
   - Councils and Chapters will eliminate open parties by only hosing ticketed and guess list parties by August, 2016;¹,²,³
   - Dean of Students will require a professional resident advisor in housed Chapters. (See Fraternity and Sorority Addendum for specific language and timeline).
4. We ensure our policies and procedures are congruent with our actions and are enforced.
   - Dean of Students will evaluate and offer changes to the IU Student Code of Conduct to allow for safe events with alcohol in fraternity and sorority facilities by April, 2017;
   - Dean of Students, will ensure clear and detailed information that helps to enforce any Student Code violations (e.g. written reports of the environments and what is observed) is shared with and followed up on in a timely fashion by RPS and IUPD, by December, 2016; ¹,²,³
   - Dean of Students and SLL will improve Student Organization and Ethics Board training and focus on maintaining congruence between campus policy and practice by December, 2016; ²
   - SLL will create a Chapter risk-assessment to identify target areas of development/focus by December, 2016. ²

**VIFSC Process**

2014-2015 – Three student and alumni meetings held to brainstorm ideas for community improvement with a combined total attendance of 481 students and alumni, *see Appendix A.*

April 18, 2015 – Summit at IU Bloomington facilitated by Dr. Jeremiah Shinn, past President of the Association of Fraternity and Sorority Advisors, with 28 students, staff, faculty, alumni, and parents, produced a vision and strategy document, *see Appendix B.* The group examined the current status of the IU fraternity and sorority community and documented strategic objectives and recommendations for next steps. The group reviewed the following:

- What was not working?
- What was working (including which areas were by happenstance and which by engineering)?
- Where should the community be in the next 5-10 years?
- What strategies should be implemented to meet that vision and how (i.e. specific goals, plans, etc.)?

Following this session, undergraduate council presidents, alumni council leaders, and a team of expert reviewers examined the document and provided feedback, tactics, and edits.

May 29, 2015 – Conference call to discuss input from expert reviewers, *see Appendix C.*

June 2015 – Campus administrators’ review and editing of the document

October 25, 2015 – Town hall open mic feedback session with 104 student and 90 alumni/HQ staff.

January – March 2016 – Implementation Taskforce met four (4) times to propose edits and implementation dates/deadlines to the Dean of Students, *see Appendix D.*
Appendix A. Alumni and Student Input Meetings

1 2015 Little 500 Joint Alumni and Student Risk Meeting, March 30, 2015. Alumni and students brainstormed ideas to become the safest fraternity and sorority community (documented attendance: 165 Students, 28 Alumni, 20 House Directors, and 13 staff).


3 2014 Little 500 Joint Alumni and Student Risk Meeting, April 4, 2014. Alumni and students brainstormed ideas to become the safest fraternity and sorority community (documented attendance: 84 Students, 28 Alumni, 8 House Directors, and 5 staff).

Appendix B: Participants April 18, 2015

S. Kathleen Anderson
Indiana Prevention Resource Center
Community Prevention Specialist & Research Associate
Indiana University, Bloomington

Sarah Beggs
Chief of Staff
Indiana University Foundation
Indiana University

Adrienne Bohannon
Alumni Panhellenic Council
Delta Delta Delta National House Corporation

Jacque Bollinger
Director, Residential Life
Residential Programs and Services
Indiana University, Bloomington

Joseph Clifford
Student Representative, Interfraternity Council
Indiana University, Bloomington

Heidi Dolson
Special Events Manager
IU Alumni Association
Indiana University

Tony Drake
Alumni Interfraternity Council
Owner, Drake Trading Group
Chicago, Illinois

Leila Faranesh
Alumni Panhellenic Council
Assistant Director, Office of Student Ethics
Indiana University, Bloomington
Vision for the Ideal Fraternity and Sorority Community (VIFSC)
Process and Participants
Indiana University Bloomington

Leslie Fasone
Assistant Dean of Women’s and Gender Affairs
Indiana University, Bloomington

Rachel Martinez
Student Representative, IU Student Association
Indiana University, Bloomington

Katherine Armengol Fisher
Associate Director
Office of Scholarships
Indiana University, Bloomington

Dr. Chris Meno
Psychologist and Outreach Coordinator
Co-Chair of Coalition for Overcoming Problem Eating/Exercise Counseling and Psychological Services
Indiana University, Bloomington

Laury Flint
Chief of Police
IU Police Department
Indiana University, Bloomington

Jonathan Purvis
Vice President for Development, Regional Campuses
Indiana University Foundation
Indiana University

Rachel Green
Student Representative, Panhellenic Council
Indiana University, Bloomington

Kerri Reese
Student Representative, Multicultural Greek Council
Indiana University, Bloomington

Dr. Dennis Groth
Vice Provost for Undergraduate Education
Indiana University, Bloomington

Ann Skirvin
Sexual Assault Counseling Services
IU Health Center
Indiana University, Bloomington

Stephen Harper
Assistant General Counsel
Indiana University

Emily Springston
Associate General Counsel
Indiana University

Amber Johnston
Academic Advisor, Kelley School of Business
Indiana University, Bloomington

Dr. Lamara Warren
Alumni National Pan-Hellenic Council Director of Diversity and Education, School of Informatics and Computing
Indiana University, Bloomington

Sarah Kissel
Student Representative, Panhellenic Council
Indiana University, Bloomington

Nakia Williams
Student Representative, National Pan-Hellenic Council
Indiana University, Bloomington

Dr. Julien Mailland
Bloomington Faculty Council Representative
Assistant Professor, Dept. of Telecommunications
Indiana University, Bloomington


Appendix C: Expert Reviewers

**Dr. Cameron Beatty**
Lecturer for Leadership Education
Iowa State University
Indiana University Alumnus

**Dr. Sara Jahansouz**
Dean of Students
University of Houston-Downtown
Indiana University Alumnus

**Dr. Tom Jelke**
Owner, T. Jelke Solutions (Fraternity and Sorority Consulting Firm)
Miami, Florida
Indiana University Alumnus

**Dr. George Kuh**
Director of the National Learning Outcomes Association
University of Iowa
Chancellor and Professor Emeritus in Higher Education and Student Affairs
Indiana University, Bloomington

**Dr. Bill Nelson**
Director, Iowa Memorial Administration and Center for Student Involvement & Leadership
Iowa State University

**Dr. Laura Osteen**
Director of Multicultural Affairs and the Center for Leadership & Social Change
Florida State University

**Kaye Schendel**
National President, Sigma Sigma Sigma
Director of Global Initiatives, Delta Upsilon International Fraternity
President of the Board of Directors, Center for the Study of the College Fraternity

**Rabbi Sue Laikin Silberberg**
Director, The Helene G. Simon Hillel Center
Indiana University, Bloomington
Indiana University Alumnus
Appendix D: Implementation Task Force

Steve Bishop
Chapter Advisor Sigma Phi Epsilon

Frank Bonner II
NPHC Council President

Debbie Dyson
House Director
Alpha Epsilon Phi Sorority

Jack Kreman
Chief Operating Officer, Delta Tau Delta Fraternity
North American Interfraternity Conference Representative

Melissa Kish
Associate Director, Student Life and Learning
Indiana University, Bloomington

Catherine Mathews
Assistant Dean of Students, Maurer School of Law
Chapter Advisor for Alpha Gamma Delta Sorority

Dennis Groth
Vice Provost for Undergraduate Education

Margaret Reisdorf
PHA Council President

Claire Repsholdt
MCG Council President

Emily Springston
Chief Student Welfare and Title IX Officer

Stevan Veldkamp
Assistant Dean of Students
Director, Student Life and Learning

Lamara D. Warren
Director of Diversity and Education
School of Informatics and Computing
Chapter Advisor for Delta Sigma Theta Sorority, Inc.

Ryan Zuckerman
IFC Council President