

Review of the Fraternity and Sorority Community

Willamette University

November 3-5, 2019

Consultant Final Report

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EXECUTIVE SUMMARY

Scope of Work

In an effort to enhance the service and support provided to the Willamette University fraternity & sorority life (FSL) community, and to work towards building a model FSL community at the university, Willamette engaged in an external study of its fraternity/sorority life area through the hiring of an external review team. This review was exceptionally well-received by the Willamette community from all aspects of the community, including students, staff, and faculty. Beyond the recommendations housed within this report, the solicitation and invitation of external reviewers often signals a deep level of support for the fraternity/sorority community and a desire to do the critical work necessary to elevate the FSL experience on campus. These efforts should be applauded by all those invested in the Willamette University fraternal experience.

The external review team (Monica Lee Miranda and Jason Bergeron), as contracted by Willamette University, performed a thorough external program review that included a review of an institutional self-study and an on-site review, conducted on November 3-5, 2019. Prior to their visit, the review team assisted staff in preparing and conducting their own internal review which was then shared with the review team in advance of the onsite visit. While on site, the external review team met with a diverse community of students, staff, university leaders, and chapter advisors/volunteers to gain further insight into the points of pride, challenges, and opportunities that existed within the Willamette University FSL community.

The external review team used the Council for the Advancement of Standards (CAS) standards and guidelines to ground the review, when appropriate, while also considering specific review requests from the Willamette University contracting agent. Within the appropriate areas, themes were communicated in the following ways:

Points of Pride – Points of pride are themes that emerged that are positive in nature and are recommended to be continued and further nurtured.

Challenges – Challenges are themes that emerged that are constructive in nature and, because they are not operating at an optimal level, are recommended to be reviewed.

Opportunities – Opportunities are themes that emerged that represent areas, programs, ideas or communities that have been historically under-leveraged, and under-utilized, but have potential to assist Willamette University in elevating the FSL community.

Final recommendations were delivered to Lisa Holliday, Associate Dean of Students and Director of Student Activities, our direct point of contact, and Ed Whipple, Vice President for

Student Affairs. The intent of the final report is to both summarize and communicate positive and constructive themes that emerged and provide recommendations for consideration designed to serve as a foundation for the development of action items, specifically within the form of a strategic plan for Student Activities and, specifically, the FSL community.

Summary of Significant Recommendations

Within the body of the report, recommendations are provided within each of five overarching areas: (1) *Students and Their Environment*, (2) *Diversity, Inclusion and Multiculturalism*, (3) *Organization, Leadership and Human Resources*, (4) *Health, Safety and Member Accountability*, (5) *Fraternity/Sorority Housing and Space*. These overarching areas include the general standards within which the twelve (12) CAS areas fall. CAS is widely known as “the pre-eminent force for promoting standards in student affairs, student services, and student development programs.” (<https://www.cas.edu>). A summary of the most critical recommendations is listed below:

- The current staffing model within Student Activities is not sustainable. If Willamette wants to ensure the FS community is able to thrive, it requires a more strategic staffing plan. Given the university's financial constraints, efforts should be made to move toward a dedicated staff member beginning with .50 FTE. This person must be appropriately credentialed through graduate-level training in Student Affairs/Higher Education, or related area, and have prior experience in FSL.
- Willamette should gather a small group of students, staff, and faculty who can review and craft a new mission, vision, goals for the collective FSL community that highlights what is unique to the construct of these groups to support them differently from other students and better understand what they are aspiring to be and/or do.
- It is recommended that the FSL operation explore creation of a larger communications plan that includes (1) engagement with university marketing and communications to showcase FSL involvement in greater university marketing; (2) community-wide messaging to both members and volunteer advisors about successes, achievements, and upcoming changes, and (3) a schedule of updates for [inter]national organizations to further engage them in the Willamette FSL experience. This plan should include consistent messaging around both internal and external communications and should include both print, digital, and social media.
- Willamette would benefit from enhancing the cultural competency of the fraternity/sorority community via diversity and inclusion training for all members. This training may start with a partnership with your campus diversity, equity, and inclusion team/office and extend to considering outside agencies that offer speakers and curriculum-based programs.
 - Within this effort, specific goals around diversity, equity, and inclusion can be created and progress can be more broadly communicated to the campus community as a mechanism to communicate progress.

- The university, in cooperation with the Interfraternity Council, should build a set of expectations for Interfraternity Council chapters around necessary, required member safety training. Additionally, the Interfraternity Council should further lean in to the current efforts around healthy masculinity due to the significant correlations between unhealthy masculinity, alcohol abuse, and sexual violence.
 - While looking different, there is an opportunity to craft similar but more relevant required education for members of the Panhellenic community.
- It is recommended that Willamette explore the creation of a 'Fraternity/Sorority Life Progress Card', allowing FSL and the University to track fraternity/sorority progress on multiple key performance indicators. This can assist FSL to better tell the story of the Willamette FSL community. This may include but is not limited to membership data, academic performance, retention/persistence data, program participation, and important survey data that captures the behaviors, beliefs, and attitudes of FSL members.
 - This might also be coupled with the option of an annual or bi-annual chapter accreditation model. (The University of Rochester Expectations for Excellence is a good model.) Use of a comprehensive, iterative assessment/accreditation program that can better communicate (and measure) standards and expectations could serve multiple positive outcomes.

SCOPE OF WORK

In an effort to assess the experience of fraternity and sorority members and the greater campus community, Willamette University elected to hire two outside consultants to conduct a review of the fraternity and sorority community based on the Council for the Advancement of Standards in Higher Education (CAS) Standards. Central to the review was the proactive identification of the strengths, challenges, and opportunities of the Willamette University fraternity/sorority community and the provision of thoughts and recommendations to the University as they consider the creation of a strategic plan for fraternity and sorority life (FSL).

There seems to be a significant desire from the part of faculty, staff, and students to enhance and strengthen fraternity/sorority life with the recognition that there is a lack of understanding of where to start. Within the sections that follow we hope to provide a glimpse into areas of pride, challenges, and opportunities to provide a foundation from where to begin.

Willamette's small size provides it with a great opportunity for strong connections among faculty, staff, and students as well as alumni who return to provide service to the university and fraternity/sorority chapters. Willamette University has a rich history of alumni serving as national presidents of international fraternities. There have been 5 past national fraternity Presidents of Sigma Chi, Beta Theta Pi, Phi Delta Theta, and Delta Tau Delta, including, most notably, current Vice President of Student Affairs, Ed Whipple, who served as National President of his fraternity. While honoring and recognizing this historical achievement, Willamette has an additional opportunity to both elevate and transform the FSL experience; This elevation and transformation can both strengthen the value-add to the Willamette University community while also serving an evolving student population.

Included in the scope of work were a few pre-site visit phone calls between the consultant(s) and Lisa Holliday, Associate Dean of Students and Director of Student Activities, two days of on-site work at Willamette University, and document review and evaluation including, but not limited to, relevant policies, statistics, programs, etc.

Consultants

The consultants, Monica Lee Miranda, Ph.D., and Jason Bergeron, are independent contractors who, combined, have worked with multiple campuses and inter/national organizations on various consultations, program facilitations, keynotes, and presentations. Both Dr. Miranda and Mr. Bergeron have deep experience in leading campus-based fraternity/sorority communities in addition to deep experience in assessment, evaluation, and program review. (Full biographies are included in Appendix A.)

Data Collection

Preliminary pre-site visit phone calls were conducted with the Associate Dean/Director in advance of the on-site visit. 13 interviews or focus groups were conducted with individuals and groups over the course of two days, November 3-5, 2019, with a total participation of approximately 70 community members. Constituencies represented included, but were not limited to, executive leadership in Student Affairs, Faculty partners and collaborators, staff from departments across campus, unaffiliated students within the Willamette University community, and Alumni volunteers and students from the Interfraternity Council (IFC) and Panhellenic Council (PHC). In an effort to glean the most information from the participants, the consultants used semi-structured interviews (Edwards & Holland, 2013) with similar, open-ended questions to begin each interview or focus group. A sample of questions used include the following:

- 1) As you introduce yourself please share what ways in which you interact with, collaborate with, or partner with the FSL area?
- 2) From your perspective, what are the positive aspects/points of pride of the Willamette FSL community?
- 3) Conversely, what are some of the challenges/pain points/areas of growth for the Willamette FSL community?
- 4) From your vantage point, what do you think the fraternity/sorority experience should be?
 - a. What would a successful fraternity/sorority community at Willamette University look like to you? How would you measure for that success?
 - b. How does the current fraternity/sorority experience at Willamette compare to that?
- 5) How would you describe the support Willamette provides to the fraternity/sorority community?
- 6) What are 2-3 changes you would make to enhance the fraternity/sorority experience at Willamette?
- 7) How do you think the fraternity/sorority community is perceived by others?
- 8) What are your perceptions of the fraternity/sorority community and its relationship with the greater Willamette community?
- 9) Is there anything else you want to share?

Follow up questions were posed based on the participant responses to the basic, initial questions asked. Documents such as annual reports, policies, program outlines, organizational charts, demographics and other community statistics were provided to the consultants for review prior to on-site arrival.

Theme Identification and Report Drafting

After the site visit, the consultants reviewed both the self-study documents provided and their notes from individual meetings for themes. Themes were identified as items that emerged across multiple participants and across multiple communities. To expand on the themes, more

specific items were identified that more accurately described the theme overall. These more specific items were categorized in the following ways:

Points of Pride – Points of pride are items that emerged that are positive in nature and are recommended to be continued and further nurtured.

Challenges – Challenges are items that emerged that are constructive in nature and, because they are not operating at an optimal level, are recommended to be reviewed.

Opportunities – Opportunities are items that emerged that represent areas, programs, ideas or communities that have been historically under-leveraged, and under-utilized, but have potential to assist Willamette University in elevating the FSL community.

Points of Pride, Challenges, and Opportunities were organized within the five (5) CAS General Standards. These five (5) areas represent the twelve (12) CAS sections, as described below:

Students and Their Environment – This recommendation area includes the CAS sections of (1) Mission, (2) Programs and Services, (3) Student Learning, Development, and Success, and (4) Assessment.

Diversity, Inclusion and Multiculturalism - This recommendation area includes CAS section of (1) Access, Equity, Diversity, and Inclusion.

Organization, Leadership and Human Resources – This recommendation area includes CAS sections of (1) Leadership, Management and Supervision, (2) Human Resources, (3) Collaboration and Communication, (4) Financial Resources and (5) Technology.

Health, Safety, and Member Accountability - This recommendation area includes CAS sections of (1) Ethics, Law, and Policy.

Fraternity/Sorority Housing and Space – This recommendation area includes elements of (2) Facilities and Infrastructure.

Within each of these five (5) areas, a series of recommendations are listed that are designed to assist Willamette University in building infrastructure, addressing concerns, and elevating the FSL experience to a model FSL community.

STUDENTS AND THEIR ENVIRONMENT

Student learning and student success are central to the mission of Willamette University and of the FSL community at Willamette. This area provides insight and recommendations grounded within the following CAS areas: (1) Mission, (2) Programs and Services, (3) Student Learning, Development, and Success, and (4) Assessment.

Points of Pride:

- There is a perception by a number of students, staff, and faculty that “if they [students] are involved in a fraternity/sorority they are also involved elsewhere”. Specifically, students are taking leadership skills (effective communication, running meetings well, listening skills, organization skills, accountability) they learned from their fraternity/sorority and translating them to other organizations, and vice versa.
- There are a significant number of athletes also involved in fraternities and sororities and, although there is some perceived tension between athletic coaches and members of the FSL community, student athletes are finding a home in the FSL community.
- A number of students identified gaining a sense of belonging as a result of joining their fraternity/sorority that has been critical to their success and persistence. A student shared “[I] would have transferred if it wasn’t for my fraternity...skills, vulnerability and ties created with brothers have been really valuable for me.” This feeling of fraternity/sorority as a primary driver for persistence and retention was a theme that emerged across the FSL experience.
- It is perceived that women who do not immediately find their community more broadly at the university find their community within sororities and are subsequently retained. A sorority woman shared, “I wouldn’t be friends with half of the people I know if it wasn’t for being affiliated...[I] started a new club on campus with my sisters.”
- For some students and alumni “joining a fraternity was one of the best experiences” they have had.
- Members feel their membership has allowed them the opportunity for reflection and personal growth. Specifically, a number of sorority women shared sentiments of being more comfortable speaking in front of people and being confident in what they say as they are provided the opportunity to lead workshops almost weekly and take initiative in new spaces and leadership roles.
- Members of the FSL community (both current students and alumni) were deeply connected to and found pride in their philanthropic efforts.

Challenges:

- The campus Interfraternity Council community and campus Panhellenic communities seem to be on different trajectories. In the last year, the Panhellenic council and the

women in the chapters have chosen to not affiliate with fraternities and distance themselves from the fraternities in general. An optimal community works together but in recent years it has been a bit of a struggle.

- The FSL community is “ill-equipped in public relations”, particularly as it relates to social media and how they are portrayed in those spaces, or not.
- There is a perception that higher leadership prompted the STEAM open forum as a one-way attack towards fraternity/sorority members.
- Elected fraternity/sorority leaders at Willamette do not have the membership support to be effective.
- There is a sense that Willamette University doesn’t have a strong sense of tradition, specifically when compared to peer institutions. This impacts students’ affinity towards the university.
- There was not perceived to be a strong culture of assessment and evaluation at the university. Beyond scholastic data and some emerging climate data surrounding the greater Willamette community, there was little data to help understand the impact of FSL membership on students.

Opportunities:

- There is an opportunity to rescript the story of fraternity and sorority life at Willamette. Participants shared their desire to share the positive aspects of fraternity and sorority life more broadly so that others outside of the FSL community understand that “you can’t ascribe every bad thing that individuals do to an entire group.”
- The alumni chapter advisors are a group willing to assist as and where needed. There is an opportunity to bring this group together more often to discuss areas of common concern.
- Healthy masculinity programming done for athletes has been a great opportunity that has been subsequently shared within the fraternity those athletes are members of. There is an opportunity to explore intentional partnerships in this area.
- The FSL community has an opportunity to have a greater presence and more exposure on campus.
- There is value in the committed members of the FS community, particularly as it relates to the generosity, fundraising, and philanthropy that is done by them.
- There is great opportunity in FS members to apply they are learning in the classroom to their daily lives. This is perceived to be happening within the sorority community but not the fraternity community.

Recommendations:

- The FSL area should explore engaging in yearly assessment planning designed to collect data about the FSL experience, evaluate programs for improvement, and craft a data-informed narrative about the FSL experience on campus.
 - Within this, Willamette should explore the use of a community-wide survey instrument on a yearly or bi-yearly basis that can provide regular, longitudinal information about the state of the FSL experience on campus. Sample instruments that may serve this effort well include SkyFactor's FSL survey, Dyad Strategies Brotherhood/Sisterhood Survey, and the Fraternity/Sorority Experience Survey. Each provides value depending on the most critical items needing measured.
- It is recommended that Willamette explore the creation of a 'Fraternity/Sorority Life Progress Card', allowing FSL and the University to track fraternity/sorority progress on multiple key performance indicators. This can assist FSL to better tell the story of the Willamette FSL community. This may include but is not limited to membership data, academic performance, retention/persistence data, program participation, and important survey data that captures the behaviors, beliefs, and attitudes of FSL members.
 - This might also be coupled with the option of an annual or bi-annual chapter accreditation model. (The University of Rochester Expectations for Excellence is a good model.) Use of a comprehensive, iterative assessment/accreditation program that can better communicate (and measure) standards and expectations could serve multiple positive outcomes.
- Willamette should gather a small group of students, staff, and faculty who can review and craft a new mission, vision, goals for the collective FS community that highlights what is unique to the construct of these groups to support them differently from other students and better understand what they are aspiring to be and/or do.
- Willamette should explore the creation of an advisor training and certification that best prepares alumni advisors/volunteers for success, while also enhancing relationships and partnerships. It is recommended that a core group of chapter alumni volunteers assist in the development of this training.
 - Additionally, Willamette should look for ways in which chapter/alumni volunteers can be further involved in FSL future planning. This may include the development of an FSL advisory board that can engage Willamette FSL alumni, faculty, staff, and students in assisting with the forward movement of the community.
- The FS community should create a "Wear Your Letters/Pin Day" so that there is one day a week that the community has a significant, visible preference. This may also assist in normalizing the use of letters on other days.
- Creating a for-credit leadership course for new and aspiring new leaders that can review all aspects of the responsibility leadership comes with, as well as teach on subjects specific to fraternity/sorority life issues.
- Willamette would benefit from a caucus with national representatives of all recognized chapters to ascertain expectations and ensure relevance with Willamette campus culture and standards.

DIVERSITY, INCLUSION AND MULTICULTURALISM

Effective FSL communities/operations work together across difference and can identify ways in which their difference can be leveraged to enhance the FSL community and the overall campus community. This area will provide insight and recommendations grounded within the CAS section (1) Access, Equity, and Diversity & Inclusion, focusing on areas of attention critical to creating safe spaces on campus and the surrounding community for students of all identities.

Points of Pride:

- Sorority members, and to a lesser (but still present) extent fraternity members, have been known to be very welcoming towards international students. This was corroborated across multiple stakeholder groups.
- There is a perception that the FSL community is more open and more intentional on working towards being increasingly inclusive. As a result, with the exception of Sigma Alpha Epsilon which is commonly known to predominantly be members of the football team, it is not common to be able to distinguish any particular fraternity/sorority and what students would join.
- The fraternity and sorority community was perceived to be significantly inclusive around sexual and gender identity, both from students within the community as well as staff, alumni, and other stakeholders.
- Participants perceived the FSL community as easier to feel welcomed into as a result of it not being an overwhelming part of the Willamette student experience.

Challenges:

- There is a perception that cost of membership in some fraternities/sororities is cost prohibitive and disproportionately favoring White students. While students in fraternities and sororities were keenly aware of this concern, there didn't seem to be a perceived way to address the issue.
- There was some concerning language use around sorority kitchen staffs. The way in which sorority house kitchen cooks are qualified as "house boys" is perceived to be untoward and inappropriate, especially when those in that role may be persons of color.
- There was a strong theme pointing to a perceived 'call-out culture' that exists at the University that prompts feelings of fear and discomfort. This was communicated across students, staff, and alumni. It was perceived that the fear of making a misstep or doing harm to the community overshadowed any efforts to repair that harm in ways helpful to the community.
- Inequity emerged between IFC and Panhellenic officers; specifically IFC officers are paid for their roles and the Panhellenic Association leaders are not.

- There was some perceived tenseness between current members and alumni within the fraternity/sorority community and the STEAM collective. This was mostly characterized by a sense that the efforts to reduce and repair the perceived harm done by the FSL community have not been strong enough and lack direction, coupled with a perception that those speaking truth to harm were uninterested in helping to repair that harm. This has created a perceived ‘stalemate’ in engaging people across differing perspectives.
 - Additionally, efforts to improve the diversity, equity, and inclusion efforts that are already occurring are not being communicated more broadly, contributing to a perception that progress is not being made.
- Across multiple student populations, there was little perceived trust in the Bias Response protocols and the Title IX protocols at the university. This in some ways amplified feelings of distrust around issues of response to physical and emotional harm done within the community.

Opportunities:

- There is an emerging desire to work together across chapter and council to promote how fraternity/sorority life provides options that offer a place for everyone.
- Joining a fraternity or sorority at Willamette is a part of a students’ identity, not their full identity. This allows for change, progress, and transformation in ways that may be more easily facilitated.
- There are a number of FS members who have served as international peer coaches or summer program coordinators for the international student services office. This is perceived to reflect a commitment to diversity and inclusion within their own organizations.
- Willamette retains men with a much lower rate than women, hence, a need to create a culture of belonging. This could be great opportunity for the fraternity community to be a leader in creating this culture of belonging.
- Willamette has engaged in its first ever large-scale climate study effort. There may be opportunities for the FSL community to use this data to understand how climate issues emerge both within the FSL community and between the FSL and greater Willamette communities.

Recommendations:

- The fraternity/sorority community would benefit from a climate study done of their community, possibly as a subset of a larger campus-wide initiative, to determine the general climate of the institution as it relates to diversity and multiculturalism. The results can then be utilized to create educational initiatives for the fraternity/sorority community. Willamette would also benefit from disaggregating the data to specifically pull the data

from members of the FS community that completed it to compare it to the greater campus community and create educational objectives based on those, more specific results.

- Willamette would benefit from enhancing the cultural competency of the fraternity/sorority community via diversity and inclusion training for all members. This training may start with a partnership with your campus diversity, equity, and inclusion team/office and extend to considering outside agencies that offer speakers and curriculum-based programs.
 - Within this effort, specific goals around diversity, equity, and inclusion can be created and progress can be more broadly communicated to the campus community as a mechanism to communicate progress.
- Historically and currently, perceptions about the broader role of fraternities and sororities on college campuses is being framed by only historically White fraternities and sororities on Willamette's campus. Willamette should consider a concerted effort to expand the community with culturally-based fraternities and sororities that may assist in providing a value-add to the community, while supporting the provision of ethnic enclaves critical to the success of students of color.

ORGANIZATION, LEADERSHIP, AND HUMAN RESOURCES

In order to best support the fraternity/sorority experience on Willamette's campus, it must be grounded in a relevant mission and purpose, must be appropriately positioned within the Willamette University organizational structure, and must be appropriately resourced through trained and qualified staff. This area will provide insight and recommendations grounded within the following CAS sections: (1) Leadership, Management and Supervision, (2) Human Resources, (3) Collaboration and Communication, (4) Financial Resources, and (5) Technology.

Points of Pride:

- There is a more cohesive and collective image/identity within the Panhellenic community, as sororities are in more consistent community with one another.
- There are faculty who are committed to, and strong advocates for, the members within fraternities and sororities and the potential of FSL overall. This was evidenced through faculty attempting to do meaningful educational work within the FSL community, specifically in the areas of men and masculinity work.

Challenges:

- There is no unified or cohesive fraternity image/identity, as only recently has there been efforts to build community and collaboration within the Interfraternity Council community.
- A number of students perceive the athletic coaches to have a very detrimental view of the fraternity/sorority community and either discourage membership or mistreat those athletes who are also affiliated.
- Staffing capacity in Student Activities has been severely reduced in recent years, which negatively impacts the services, or lack thereof, provided by the office.
 - Additionally, themes emerged of students trying to access campus resources for member education and member development and being unable to get adequate response from university staff.
- Students addressed being challenged by the difficulty of balancing relevance at Willamette and fulfilling requirements for their national organization that are archaic or not speaking to the Willamette community culture. Most highlight national organization expectations that do not fit a small community and are more relevant to larger communities.
- There is a perception amongst some members of the Willamette community that fraternity/sorority life is antithetical to Willamette values and that fraternities and sororities don't play a role in the future of the university.

- There are not many ways to get large-scale communications disseminated to students; Additionally, the perception is that the ways that do exist do not have use or value to students.
- The current housing model for Panhellenic sororities is not seen as sustainable, as it is too great a cost serving too few students.

Opportunities:

- A number of focus group participants felt they do not see a significant presence of the fraternity/sorority community. The other half critiqued the community for not wearing their letters or being present on campus in the manner in which would be expected. There is an opportunity to instill pride in being affiliated with a fraternity/sorority at Willamette and beyond.
- There is an opportunity to rebrand and market the fraternity/sorority community at Willamette.
- There are significant opportunities in the area of alumni relations. FSL alumni are identified as more engaged than general Willamette alumni. There is both desire and opportunity to leverage Alumni Affairs for affinity programming, mentorship, etc.

Recommendations:

- The current staffing model within Student Activities is not sustainable. If Willamette wants to ensure the FS community is able to thrive, it requires a more strategic staffing plan. Given the university's financial constraints, efforts should be made to move toward a dedicated staff member beginning with .50 FTE. This person must be appropriately credentialed through graduate-level training in Student Affairs/Higher Education, or related area, and have prior experience in FSL.
- Create a strategic marketing plan for the fraternity and sorority community that would include a re-introduction of the chapters and councils to internal and external partners and stakeholders.
- It is recommended that the FSL operation explore creation of a larger communications plan that includes (1) engagement with university marketing and communications to showcase FSL involvement in greater university marketing; (2) community-wide messaging to both members and volunteer advisors about successes, achievements, and upcoming changes, and (3) a schedule of updates for [inter]national organizations to further engage them in the Willamette FSL experience. This plan should include consistent messaging around both internal and external communications and should include both print, digital, and social media.
- Willamette should work with Alumni Affairs to develop a Fraternity/Sorority Alumni Council. This can serve as a way to increase development opportunities to fund the

fraternity/sorority experience and engage alumni in more direct support of the FSL community.

- Willamette would benefit from a caucus with national representatives of all recognized chapters to ascertain expectations and ensure relevance with Willamette campus culture and standards.

HEALTH, SAFETY AND MEMBER ACCOUNTABILITY

Fraternalities and sororities have historically held a mantle as high-risk organizations. Effective FSL operations work to continuously assess campus and organizational culture around alcohol and other drugs, hazing, and sexual violence. Additionally, effective operations engage in comprehensive education designed to arm students with skills that promote their own health, safety, and well-being, in addition that those of their brothers and sisters. While not directly addressed within CAS, FSL operations must focus on health and wellness interventions as a function of student safety. This recommendation area often includes some elements associated with (1) Ethics, Law, and Policy.

Points of Pride:

- The current culture around alcohol and drugs is not perceived to be incredibly problematic due to the lack of fraternity housing on campus/in the community.
- As previously mentioned, there is a community of engaged faculty doing meaningful men and masculinities work, albeit not well received by male students.

Challenges:

- There was a self-reported lack of accountability both within and between chapters.
- There was concern voiced around individual member responses to claims of harm against group members, specifically towards those who reported harm.
- The lack of full-time staff conducting prevention education at Willamette has been challenging in providing relevant and critical education to the FSL community.
- The method by which the university has handled budget issues is perceived to be a significant challenge to the success of FSL life as their office budget has been significantly impacted by cuts that have prompted removal of positions. This has impacted efforts to engage in health and safety programming.
- Declining enrollment provides for significant university-wide fiscal challenges that are directly impacting staffing for FSL.

Opportunities:

- There is a desire for councils to be able to meet together and hold each other accountable.
- There is an understanding of the value and utility of the place and space of FSL at Willamette; Yet, the research on the negative aspects and culture is compelling. Willamette has an opportunity to determine whether FSL becomes more than the value it's returning and how to ensure it remains a value-add part of the community.
- There is an opportunity for the Willamette community to interrogate its value and be on the leading edge of increased education and accountability.

Recommendations:

- Based on the recent history, community members are calling for a concerted effort for fraternities to receive more information on violence prevention and dialogue on healthy masculinity. The university, in cooperation with the Interfraternity Council, should build a set of expectations for Interfraternity Council chapters around necessary, required member safety training. Additionally, the Interfraternity Council should further lean in to the current efforts around healthy masculinity due to the significant correlations between unhealthy masculinity, alcohol abuse, and sexual violence.
 - While looking different, there is an opportunity to craft similar but more relevant required education for members of the Panhellenic community.
- There is an opportunity for the university to build out a strategy for increasing the capacity for health & safety programming, both in staffing and in impact. While staffing to facilitate programming and direction is critical, a collective impact model can have a stronger impact on outcomes (i.e. What is everyone's role in mental health programming? Sexual violence programming? Bystander intervention programming? etc.)
- There was a strong sense that chapters were attempting to engage in some member accountability efforts, but those efforts were not transparent or misguided. There is an opportunity to build the 'chapter toolkit' and craft resources for chapters around appropriate responses to address member behaviors.
 - Additionally, the Interfraternity Council (and Panhellenic Council by virtue of their FSL community membership) should work with the Bias Response and Title IX teams to develop appropriate shared policies/protocols designed to diminish the likelihood that those who have been victimized are approached/questioned by members of the FSL community.

FRATERNITY/SORORITY HOUSING AND SPACE

When successfully managed and nurtured, fraternity/sorority housing can provide a positive living-learning environment that enhances student learning and success and provides a space to facilitate community. This recommendation area often includes elements associated with (1) Facilities and Infrastructure.

Points of Pride:

- For chapters who have housing, there was a strong level of pride in their chapter house as a positive aspect of their experience.
- The location of fraternity/sorority housing, specifically sorority housing (in close proximity to the heart of campus), connects students to campus and facilitates close connection to the academic and involvement cultures of the university.

Challenges:

- There is a perception that the lack of effective fraternity/sorority housing inhibits building of strong community within chapters at Willamette.
- The business model for the current sorority houses is unsustainable and creates conflict within the chapter membership.
- It is perceived that while fraternity and sorority members are close, Willamette is unique in that they do not want to live together.
- Fraternities and sororities do not have effective space to meet as a chapter/community.
- There is no storage space for fraternities and sororities.
- There is confusion as to the housing acquisition/selection process, specifically with fraternities. There was perceived to be no consistency for how fraternities acquired/maintained university housing.
- Declining enrollment, both within the university and within the FSL community, provides for significant university-wide fiscal challenges that are directly impacting housing for FSL.

Opportunities:

- Scarcity of resources, both including finances and available members, can provide an opportunity for innovation within the fraternity/sorority housing experience.

Recommendations:

- Willamette should bring some decisiveness and directiveness to the conversation about fraternity and sorority housing. As previously mentioned, there are mixed feelings within

the community about if stand-alone housing is the appropriate vision, potentially in lieu of larger community spaces where FSL members could gather, host chapter meetings, etc.

- While having specific fraternity/sorority housing may seem attractive, the current fiscal sustainability is in question. Hence, a significant discussion on next steps is critical for Willamette and, most importantly, the students currently living in those spaces. Does Willamette assist in renovating and updating the spaces for future sustainability, accessibility, and appeal, or continue to allow for the financial challenges they are facing?
- If pursuing the ‘shared programming space’ approach, it is recommended that Willamette look into shared spaces/floors in campus residence halls or other options to provide a shared programming space for those looking for it.
- If maintaining housing is identified as the appropriate step forward, university staff should work with Panhellenic chapters to explore alternative models to decrease housing operation costs. This may include shared housing between chapters or shared staffs (kitchen, housekeeping, etc.).
- Each option may provide the opportunity to engage FSL alumni in potential financial support of dedicated fraternity/sorority spaces on campus.

Appendix A: Consultant Bios

Mónica Lee Miranda, Ph.D.

Mónica Lee Miranda, Ph.D. serves as the Director of the Center for Student Involvement at the University of South Florida in Tampa, Florida where she oversees general involvement initiatives, student programs, and fraternity/sorority life. Prior to that she served as the Director of Fraternity and Sorority Affairs at the University of Rochester for 14 years. A native New Yorker, she received her undergraduate and graduate degrees at the University at Albany, State University of New York.

A dedicated professional and volunteer, in 2011 Dr. Miranda served as the 34th President for the Association of Fraternity/Sorority Advisors (AFA), creating history as the first person of color and member of a culturally-based fraternal organization to assume that role. Currently she is the AFA Liaison to the Council for the Advancement of Standards in Higher Education (CAS) and a member of the CAS Board of Directors and assists with access to professional development opportunities for professionals and volunteers in culturally-based fraternities and sororities with a registration scholarship named in her honor with the AFA Foundation. She has also served in various leadership roles for her sorority, Omega Phi Beta Sorority, Inc., including the inaugural Chair of the Board of Trustees, and the National Association of Latino Fraternal Organizations (NALFO) including the inaugural Vice Chair of its Board of Directors as a part of the group who created the organization. Her commitment and dedication to the fraternal movement has been recognized by her sorority with the renaming of an award the Monica Lee Miranda Image Award, by NALFO as a two-time Professional of the Year award recipient, by Delta Upsilon with the William H. P. Faunce Interfraternalism Award, By Phi Sigma Sigma Sorority as Chapter Advisor of the Year, and AFA with the Sue Kraft Fussell Distinguished Service Award, and most recently, the Dr. Robert H. Shaffer Award, one of the highest honors presented to a professional in higher education. Dr. Miranda was also featured as a Hispanic on the Move by The Hispanic Outlook in Higher Education Magazine. She also led the staff team honored with the Outstanding Team Award by the University of South Florida at their annual staff awards program in April, 2017.

Dr. Miranda successfully defended her dissertation in November 2019 achieving a Ph.D. in Educational Leadership at the Warner School of Education at the University of Rochester with a focus on exploring the experiences of Latinas in Latina sororities. In her local community Dr. Miranda is a member of the Miss Tampa Board of Directors, combining her passion for empowering women with the educational support of the Miss America Scholarship program. Dr. Miranda is also an independent educational consultant and speaker and facilitates various leadership development programs and interactive workshops as an independent contractor for multiple speaking and consulting agencies.

Jason Bergeron

Jason currently serves as the Director of the Center for Fraternity & Sorority Life at the University of Houston. In this role, he oversees the overall growth and development of the fraternity/sorority experience and manages the operations of the Center for Fraternity & Sorority Life. Jason came to the University of Houston in 2009 from Michigan Technological University where he worked in Greek Life and Leadership Programs. At Houston, Jason established the Center for Fraternity & Sorority Life and has served as its first Director, centralizing and coordinating support and strategic direction for the fraternity/sorority experience at UH. Additionally, Jason assisted in coordinating the Division of Student Affairs first Assessment Committee and served as its chair from 2011-2013.

Jason has served multiple roles within the Association of Fraternity/Sorority Advisors (AFA) as a member and chair of the Assessment Committee and a member of the Perspectives Magazine Editorial Board. From 2012 to 2019, Jason sat on the AFA Board of Directors and served as the Secretary for the Association. Jason also served as the Vice President for the Center for Fraternity & Sorority Research (CFSR) based out of Pennsylvania State University, a research collective designed to advance empirical research in the fraternity/sorority experience. Jason's professional interests include assessment of student learning, overall institutional effectiveness, and high-impact practices. Jason has been a frequent writer and presenter surrounding the topics of assessment and effectiveness in fraternities and sororities.

Jason has been recognized with:

- The Stephen Dealph Award for Outstanding Fraternity Professional by the Association for Fraternal Leadership and Values;
- The Ambassador Award by the University of Houston Division of Student Affairs and Enrollment Services (recognizing those who have brought recognition to the University and the division through their leadership in the field);
- The Outstanding Volunteer of the Year Award by the Association of Fraternity/Sorority Advisors (for service to the Assessment Committee);
- The Perspectives Magazine Outstanding Publication of the Year by the Association for Fraternity/Sorority Advisors; and

Jason holds a Bachelor of Science from Ohio Northern University, a Master's in Higher Education Administration from Kent State University and is a Ph.D. student in the University of Houston's College of Education. Jason's current research focuses on the use of work products in the classroom as valid and reliable measures of student learning.